

Programme Specification

MSc in International Human Resource Management (full-time)

PFTZINTHRMHM

For students entering in 2027/28

This document sets out key information about your Programme and forms part of your Terms and Conditions with the University of Reading.

Awarding Institution	University of Reading
Teaching Institution	University of Reading
Length of Programme	MSc in International Human Resource Management (full-time) - 12 months
Accreditation	Chartered Institute of Personnel and Development (CIPD) Association to Advance Collegiate Schools of Business (AACSB) EFMD Quality Improvement System (EQUIS)
Programme Start Dates	September
QAA Subject Benchmarking Group	Business and Management

Programme information and content

The programme aims to provide a rigorous and current postgraduate education in the field of international human resource management. The programme is accredited at level 7 by the Chartered Institute of Personnel and Development and successful students who opt to join the professional body gain associate membership and can upgrade to full membership once they have sufficient practical experience. In the first semester emphasis is given to the understanding of both the discipline of HRM and its core practices as well as the contextual environment in which organisations are operating. Students will acquire a deep understanding of the development of HRM into a strategic function as well relevant technical areas. In addition to the development of a strategic awareness students will also learn about various elements of HRM practice, notably: training and development; recruitment and selection; talent management; performance management and reward.

In the second semester students will develop a practical understanding of the range of challenges and ethical dilemmas facing people managers in different and ever-changing environments and will learn how to manage transformation at both an individual and organisational level.

During their studies students will have the opportunity to enhance and develop their reflective and interpersonal skills in team settings and enhance their communication (oral and written), presentations, analysis, problem solving. Students will also need to learn to work independently, under time pressures, and will need to set priorities and manage their time in order to meet strict deadlines. The final element in the programme is a self-directed project relevant to their study of International Human Resource Management. As well as Henley faculty, each year sees a different programme of visiting speakers and study visits.

Programme Learning Outcomes

-MSc in International Human Resource Management (full-time)

During the course of the Programme, you will have the opportunity to develop a range of skills, knowledge and attributes (known as learning outcomes) For this programme, these are:

	Learning outcomes
1	Acquire and apply complex academic knowledge of the key concepts within business and management and human resource management in particular
2	Assess and critically evaluate various sources of information relevant to the context of organisations
3	Synthesise complex academic and practical knowledge to support original creative thinking in human resource management
4	Apply investigative, inquiry, and research skills required for gathering and making sense of various sources of information
5	Apply approaches which would encourage fairer and more inclusive organisations and societies relevant to human resource management
6	Communicate complex information credibly and confidently to specialist and non-specialist audiences within their chosen professional field
7	Demonstrate your ability to work effectively and professionally in diverse teams
8	Develop practical experience of real business situations (where appropriate via simulations) enabling you to enhance your skills of analysis, evaluation and decision-making

You will be expected to engage in learning activities to achieve these Programme learning outcomes. Assessment of your modules will reflect these learning outcomes and test how far you have met the requirements for your degree.

To pass the Programme, you will be required to meet the progression or accreditation and award criteria set out below.

Module information

The programme comprises 180 credits, allocated across a range of compulsory and optional modules as shown below. Compulsory modules are listed.

Compulsory modules

Module	Name	Credits	Level
MMM001	International Strategic Management	20	M
MMM048	Managing People and Organisations	20	M
MMM080	Managing Transformation	20	M
MMM081	International Human Resource Management	20	M
MMM122	Principles of Human Resource Management	20	M
MMM171	Sustainability and Business Ethics for Responsible Management	20	M

Over the summer students must choose one of the following two 20 credit modules:

MMM165 Applied Project in People Management

OR

MMM195 Applied Project in People Management with Placement

In addition, students must select modules to make up a total of 180 credits from a list made available by the Programme Director.

Part-time or flexible modular arrangements

None

Placement opportunities

Project with placement option during summer.

MMM080 Managing Transformation is usually enhanced through a practical element involving guest speakers.

Study abroad opportunities

Students can opt to take the optional international study challenge module, which includes an opportunity to engage in an international study trip involving a partner University.

Optional modules

The optional modules available can vary from year to year. An indicative list of the range of optional modules for your programme can be found online in the Course Catalogue. Details of optional modules for each part, including any additional costs associated with the optional modules, will be made available to you prior to the beginning of the Semester in which they are to be taken and you will be given an opportunity to express interest in the optional modules that you would like to take. Entry to optional modules will be at the discretion of the University and subject to availability and may be subject to pre-requisites, such as completion of another module. Although the University tries to ensure you are able to take the optional modules in which you have expressed interest this cannot be guaranteed.

Teaching and learning delivery

The MSc IHRM comprises 1800 study hours and the programme design is underpinned by the pedagogical principles of the University of Reading and Henley Business School which include:

- Equipping learners with a deeper and broader understanding of what is current, relevant, and right in business – and in doing so, enable learners to become highly capable, responsible leaders.
- Increasing student engagement with academic study through best practice approaches to supporting students to become independent learners.
- Developing robust assessment practices and providing effective feedback, allowing students to continually improve their learning.

- To develop ethically grounded leaders through our sense of community responsibility. We help our students through our strong networks and through the breadth and depth of our relationships with industry.
- Developing confidence and skills to become highly employable graduates who are sought after by employers, both nationally and internationally, and are able to respond to diverse opportunities and challenges. This focus on employability is reflected in the programme's accreditation by the CIPD as being aligned with their Profession map.

Teaching is organised in modules with three core credit bearing modules in each semester. Additionally, students select one 20 credit module in each semester. Although the method of delivery varies between modules, they all include lectures, seminars and case studies and incorporate the use of new Technology Enhanced Learning methods.

Elements of your programme will be delivered via digital technology.

The scheduled teaching and learning activity hours and amount of technology enhanced learning activity for your programme will depend upon your module combination. In addition, you will undertake some self-scheduled teaching and learning activities, designed by and/or involving staff, which give some flexibility for you to choose when to complete them. As a level 7 student you will also be expected to undertake guided independent study and reading. Information about module study hours including contact hours and the amount of independent study which a student is normally expected to undertake for a module is indicated in the relevant module description.

Accreditation details

The Chartered Institute of Personnel and Development (CIPD) accredit this programme at level 7.

Henley has been accredited by:

Association to Advance Collegiate Schools of Business (AACSB)

EFMD Quality Improvement System (EQUIS)

Assessment

The programme uses a variety of assessment methods, both formative and summative and students are assessed both individually and in groups. Towards the end of the first semester there is increasing use of more authentic assessments to support the development of employability and provide students with experiences that mirror real life. Further information is contained in the individual module descriptions.

Progression

N/A

Classification

The University's taught postgraduate marks classification is as follows:

Mark	Interpretation
70 - 100%	Distinction
60 - 69%	Merit
50 - 59%	Good standard (Pass)

Failing categories:

40 - 49%	Work below threshold standard
0 - 39%	Unsatisfactory Work

For Master's Degree

The following conditions must be satisfied for the award of a Master's degree:

Award of a Master's degree

- (i) an overall weighted average of 50% or more over 180 credits
- (ii) a mark of 50% or more in at least 120 credits
- (iii) no credits with a mark below 40%

As well as meeting the requirements for the MSc IHRM any student seeking CIPD membership must pass all modules which are mapped to the CIPD profession map with a mark of at least 50%. These modules are:

MMM048	Managing People and Organisations
MMM080	Managing Transformation
MMM081	International Human Resource Management
MMM122	Principles of Human Resource Management
MMM171	Sustainability and Business Ethics for Responsible Management
MMM165	Applied Project in People Management
OR	OR
MMM195	Applied Project in People Management with Placement

In addition to the threshold conditions for the award of a Master's degree, the following **further** conditions must be satisfied for a classification of Distinction or Merit:

Distinction

[An overall weighted average of 70% or more over 180 credits

OR

an overall weighted average of 68% or more over 180 credits and marks of 70% in at least 90 credits]

[AND

Where the dissertation is included in the conditions for the award of a Master's degree, a mark of at least 60% in the dissertation]

AND

No marks below 40%.

Merit

[An overall weighted average of 60% or more over 180 credits

OR

an overall average of 58% or more over 180 credits and marks of 60% in at least 90 credits]

AND

No marks below 40%.

For Postgraduate Diploma

The following conditions must be satisfied for the award of a Postgraduate Diploma:

Award of a Postgraduate Diploma

(i) an overall weighted average of 50% or more over 120 credits

(ii) a mark of 50% or more in at least 80 credits

(iii) no credits with a mark below 40%

As well as meeting the requirements for the PG Diploma IHRM any student seeking CIPD membership must pass all modules which are mapped to the CIPD profession map with a mark of at least 50%. These modules are:

MMM048	Managing People and Organisations
MMM080	Managing Transformation
MMM081	International Human Resource Management
MMM122	Principles of Human Resource Management
MMM171	Sustainability and Business Ethics for Responsible Management
MMM165	Applied Project in People Management
OR	OR
MMM195	Applied Project in People Management with Placement

In addition to the threshold conditions for the award of a Postgraduate Diploma, the following **further** conditions must be satisfied for a classification of Distinction or Merit:

Distinction

[An overall weighted average of 70% or more over 120 credits

OR

an overall weighted average of 68% or more over 120 credits and marks of 70% in at least 60 credits]

AND

No marks below 40%.

Merit

[An overall weighted average of 60% or more over 120 credits

OR

an overall average of 58% or more over 120 credits and marks of 60% in at least 60 credits]

AND

No marks below 40%.

For Postgraduate Certificate

The following conditions must be satisfied for the award of a Postgraduate Certificate:

Award of a Postgraduate Certificate

- (i) an overall weighted average of 50% or more over 60 credits
- (ii) no credits with a mark below 40%

Details of the classification method is given in detail in the [Assessment Handbook](#) under:

- Section 19: Awards: Postgraduate Master's, Postgraduate Diploma, Postgraduate Certificate

Please note that there may be a specific version for your year of entry.

Additional costs of the programme

Whilst many resources are available in e-format many students prefer to purchase their own new or second-hand textbooks. Students wanting to enjoy benefits of CIPD membership need to pay for this themselves (around £150). Any students joining a study visit may need to fund travel, accommodation and subsistence costs, alongside visa costs if applicable.

Costs are indicative and may vary according to optional modules chosen and are subject to inflation and other price fluctuations. Estimates were calculated in 2026.

Students may consider purchasing a laptop to help support their learning. Information on recommended device specifications can be found on the [DTS Student Hub](#).

For further information about your Programme please refer to the Programme Handbook and the relevant module descriptions, which are available at <http://www.reading.ac.uk/module/>. The Programme Handbook and the relevant module descriptions do not form part of your Terms and Conditions with the University of Reading.

MSc in International Human Resource Management (full-time) for students entering in session 2027/28

20 August 2026

© The University of Reading 2026