Level 7 Senior People Professional Apprenticeship
plus
MSc Strategic Human Resource Management (Senior People Professional)

Welcome from the Head of School

I would like to take this opportunity to congratulate you on obtaining a place at Arden University for your Level 7 Senior People Professional Apprenticeship plus MSc Strategic Human Resource Management (Senior People Professional). We are really looking forward to welcoming you into our academic community.

The national and international reputation of Arden University continues to grow. We are recognised by employers, other academic institutions and most importantly our students for providing an excellent environment in which you can develop your subject understanding and gain a firm foundation for your future career. As you would expect in this exciting and fast changing environment, you will find that studying with us will challenge and develop you as a person and we are confident you will also find it a very rewarding and fulfilling experience. We look forward to meeting you on the course.

With best wishes,

Dr Aaron Taylor

What is the course about?

This is a Level 7 Senior People Professional Apprenticeship programme designed for in-house experts in people, work and change. It is underpinned by the Institute for Apprenticeships and Technical Education (IFATE) Senior People Professional Apprenticeship Standard. This outlines the knowledge, skill and behaviour (KSBs) competencies to be delivered by the programme.

The Level 7 Senior People Professional is a non-degree qualification standard – this means a degree is not a mandated requirement of the programme. We have taken the strategic decision to include the MSc Strategic Human Resource Management (Senior People Professional) in the apprenticeship offering, as a free of charge, adding value to your studies and ensuring market attractiveness.

You can find the specification for your programme on the Arden University website, here: Arden University | Regulatory Framework

The version of the MSc Strategic Human Resource Management currently offered within our SPP plus MSc Strategic Human Resource Management (Senior People Professional) programme was recently validated and mapped against CIPD (Chartered Institute of Personnel Development) and aligned with SHRM (Society of Human Resource Management) and the HRCI (Human Resources Standards Institute). We are also members of AHRI (Australian Human Resource Institute).

Arden University is a CIPD Accredited Programme Provider.

About the CIPD

The CIPD has been championing better work and working lives for over 100 years. It helps organisations thrive by focusing on their people, supporting our economies and societies. It's the professional body for HR, L&D, OD and all people professionals – experts in people, work and change. With almost 160,000 members globally – and a growing community using its research, insights and learning – it gives trusted advice and offers independent thought leadership. It's a leading voice in the call for good work that creates value for everyone.

CIPD Membership

In order to successfully complete the course, you must become a CIPD member. Your membership fees are included in your course fees. Becoming a CIPD member will give you access to member resources that are useful for completing your assignments and at the time of completion you will be awarded with your certificate. When you begin the course, you will be sent details directly by the CIPD to initiate the process of becoming a CIPD member.

CIPD membership has many benefits, including enhanced professional credibility and recognition for skills and abilities. It provides members with all the support they need to shape careers and grow professionally. It enables members to grow their networks, learn from leading people professionals and share knowledge with the community.
Specific CIPD Membership benefits include:

Chartered MCIPD – You will be awarded Chartered MCIPD when you successfully complete your programme and receive a formal confirmation letter of your achievement and membership certificate to confirm this enhanced membership status.

Possessing Chartered Membership will inspire confidence with employers and clients and help to further your career - opening doors to promotion, a higher salary and an increased range of job opportunities through:

- ✓ your exclusive access to senior networks
- ✓ a platform to have real influence and inspire the next generation
- ✓ the CIPD's thought-leadership, leading-edge research and policy reports
- ✓ using the professional designation and letters Chartered MCIPD after your name.

Chartered FCIPD - If you have the right level of experience you can upgrade to Chartered Fellow. It is the highest grade of membership CIPD has to offer. Chartered Fellowship offers you an exciting platform to affect change and engage in the big debates with business and government policy. You'll be able to deepen your engagement with the CIPD and the profession through:

- ✓ shaping the policy agenda
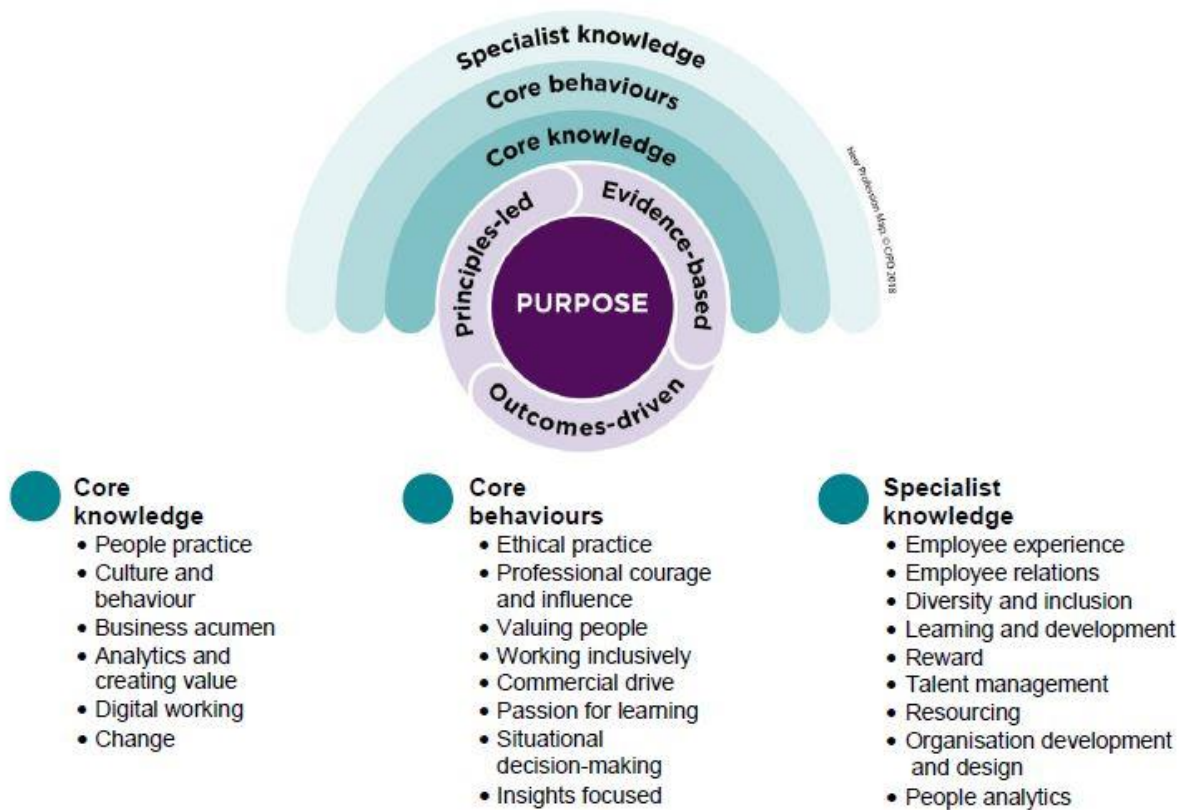- ✓ voting on key CIPD matters

✓ contributing to key CIPD research

using the professional designation and letters Chartered FCIPD after your name. Full details of CIPD membership grades are included on their website:

https://www.cipd.co.uk/membership/grades.

The CIPD Profession Map.

This programme is aligned to the CIPD Profession Map. The Profession Map sets the international benchmark for the people profession. The map enables people professionals to make better decisions, act with confidence, perform at your peak, drive change in your organisation and progress in your career. The Profession Map focuses on the knowledge and behaviours you need to create value and make an impact at work, shifting the focus from generic best practice to values-based decision-making.

Core knowledge
- People practice
- Culture and behaviour
- Business acumen
- Analytics and creating value
- Digital working
- Change

Core behaviours
- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial drive
- Passion for learning
- Situational decision-making
- Insights focused

Specialist knowledge
- Employee experience
- Employee relations
- Diversity and inclusion
- Learning and development
- Reward
- Talent management
- Resourcing
- Organisation development and design
- People analytics

Course Aims

The overall aim of the Level 7 Senior People Professional plus the MSc Strategic Human Resource Management (Senior People Professional Apprenticeship) course is to develop the analytical and strategic skills of students using concepts derived from a wide range of academic disciplines, thus enabling them to respond creatively and effectively to the challenges of the global business environment. In line with the CIPD philosophy our programme reflects the need in emphasis on the understanding of and reflection on theoretical content, as well as the development of the skills required for the three pathways of the programme: (OD) -

Organisational Development, Culture and Change, (HR) – Analysing the Contemporary HR Environment and (L&D) - Designing learning to improve performance.

This overall aim embraces several distinct and individual aims:

- To provide a coherent and integrated programme of study that will enable students to respond effectively to increasingly complex, dynamic and diverse external environments.
- To encourage a sustained, reflective and critical approach to contemporary and future practice thereby enhancing professional and personal development that meets the requirements for Masters level study.
- To enable students to analyse complex contemporary practice so that they are able to effectively and confidently manage strategic level issues.
- To provide an opportunity for participants to critically evaluate and apply Human Resource Management 'next' practice in a range of contexts

Programme learning outcomes
The learning outcomes are aligned to the CIPD Profession Map which sets the international benchmark for the people profession incorporating three key values:

Principles led: seeing beyond rules to do what is right in work, people and professional matters
Evidence based: professional judgement is supported with strong evidence from diverse sources
Outcomes driven: championing better work and working lives to make a difference across the personal, professional and social levels.

Learning outcomes are also specified for each module, which are detailed in the module specifications at the end of this handbook.

Intended learning outcomes and the means by which they are achieved and demonstrated		
Learning outcomes	The means by which outcomes are achieved	The means by which these outcomes are demonstrated
Knowledge and understanding		
LO1	Apply and synthesise knowledge and understanding relevant to the management of people within an organisation	Learning outcomes will be achieved via engagement with the online module learning material and the online tutoring and programme participant support mechanisms, both of which are delivered via Arden'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	The outcomes will be demonstrated by successful completion of the assessments, which will be written in a way that requires students to apply the knowledge that they have learnt to a variety of situations.

There will also be monitoring of engagement with discussion forums |
| LO2 | Advise an organisation on appropriate strategies to assist their management of people | | |
| LO3 | Critically analyse the context in which an organisation operates, and understand the impact that this may | | |

	have on Strategic HRM activities	through frequent application of learning to specific examples.	and activities, to assess the application of the material.
LO4	Demonstrate a critical understanding of current thinking and research in a range of strategic management topics relevant to People Management	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 provides programme participants with an understanding of key theoretical and practical 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.	
Intellectual (thinking) skills			
LO5	To apply and where appropriate synthesise models and theories to different situational contexts	Intellectual skills are acquired through engagement with the online module learning material and the online tutoring. At all stages of their course, in all modules, programme participants are encouraged to take a critical	The first skill will be demonstrated through the successful completion of the coursework assignments and exams.
LO6	Undertake research on a contemporary people management topic and report the		

7	findings of the research with appropriate recommendations	and evaluative approach to the subject. Acquisition of transferrable skills takes place throughout the modules Programme participants are gradually required to take responsibility for their own learning throughout the programme. The tutorial support mechanisms are intensive during the first study period of the programme and programme participant engagement, achievement with progression monitored regularly and followed up on an individual basis thereafter	The second skill will be demonstrated through the completion of a research project, which will relate to an HR issue in a business context.
Practical Skills			
LO7	Develop personal skills to increase effectiveness in strategic leadership and people management strategies	The development of practical skills takes place throughout the programme. A number of activities are added into the learning material requiring students to apply the knowledge that they are learning, and to think about the way that they could use this knowledge in their professional practice. Discussion forums allow students to debate both future and contemporary people management strategies.	These outcomes are demonstrated by engagement in discussion forums, and the content of the assessments. If students have engaged in debate and thinking about the theoretical and practical issues they will show stronger practical skills.
LO8	Identify practical solutions to theoretical and practical people related problems		
Transferable Skills			
LO9	Effectively plan and undertake personal development including the awareness of an ethical and socially responsibly dimension to decision making	As the programmes 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 Dissertation that rewards independence, originality and critical enquiry and which further	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
LO10	Critically reflect to support enhanced learning, self-		

	awareness and interaction with others	enhances communication and self-reflective skills.	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.

Programme Structure

Level	Module title	Credit	Module type
7	Induction and Post Graduate Study Preparation	0	M
7	HRM 7009 Strategic Planning and Ethical Decision Making	20	M
7	HRM7010 People Analytics and Value Creation	20	M
7	HRM7016 Strategic Employment Relations and Employment Law	20	M
7	HRM7013 People Development, Well-Being and Performance	20	M
7	HRM7014 Resourcing and Rewarding Talent	20	M
7	HRM7018 Analysing the Contemporary HR Environment (Elective)- HR Pathway	20	M
7	HRM7017 Designing learning to improve performance (Elective)- L&D Pathway	20	M
7	HRM7012 Organisational Development, Culture and Change (Elective)- OD Pathway	20	M
7	HRM7015 Research Project	60	M
7	HRM7019 Research Project (HR and LD pathways)	60	M

Programme Delivery

Students are able to undertake this programme via distance learning in part time mode. Students will generally complete the programme over two calendar years, where they are able to study flexibly across the digital modes of attendance.

Prior to the commencement of teaching, all students are expected to engage with the MSc Strategic Human Resource Management (Senior People Professional) induction programme. As part of this induction, we aim to equip students with an awareness of key academic requirements at postgraduate level.

Assessment and Feedback

The assessments on your course are varied to not only suit the modules' learning outcomes, but also to enable you to experience and adapt to different forms of assessment activity. This is important as it supports your development as an independent learner and provides opportunities for you to develop skills and attributes that will be valuable for your future.

The following table provides a summary of the assessment requirements in this programme. Core components of assessment are central to the assessment of the module and must be passed at the full pass mark 50% in order for you to pass the module overall.

Assessment summary

Module ID and title	Component number and type	Weighting	Word count / duration	Core
HRM7009 Strategic Planning and Ethical Decision Making	Assignment: Formal report in response to client live case study (3000 words)	100%	3000 words	Core
HRM7010 People Analytics and Value Creation	Assignment: Individual podcast presentation with slides	100%	15 minutes (podcast), Maximum of 1,500 words (slides)	Core

Module ID and title	Component number and type	Weighting	Word count / duration	Core
HRM7016 Strategic Employment Relations and Employment Law	Assignment: Problem solving exercise consisting of 6 short case studies (500 words per each blog)	100%	3000 words (6 x 500 words blogs)	Core
HRM7013 People Development, Well-being and Performance	Assignment: Digital poster presentation using a QR code. Skills-based exercise and reflective statement including identification of own personal and professional development needs (1500 words)	100%	1500 words	Core
HRM7014 Resourcing and Rewarding Talent	Assignment: Consultancy case Study Report (revolving cases)	100%	3000 words	Core
HR7018 Analysing the Contemporary HR Environment or HRM7012 Organisational Development, Culture and Change Or HRM7017	The assessment is an individually completed assignment that will involve the learner undertaking a critical evaluation in their role as an HR professional within their own organisation. Through doing this the learner will provide a critique of the various strategic tools, models, theories and models that have been researched within both academic and professional literature. Assignment: Autoethnography (3000 words)	100%	3000 words	Elective

Module ID and title	Component number and type	Weighting	Word count / duration	Core
Designing learning to improve performance	Real life case study analysis based on student's organisation (or case study provided as an alternative in the event they do not have access to one)			
HRM7015 Research Project Or HRM7019 Research Project (HR and LD pathways)	Final Report	100%	12,000 words	Core

Preparing for your future

A Level 7 Senior People Professional Apprenticeship plus an MSc in Strategic Human Resource Management (Senior People Professional) adds to your existing experience to develop your knowledge and understanding in people, work and change. Some students will have begun their studies with a clear idea of their next move after the end of the course while others may be considering a variety of options, such as:

- Moving into a higher-level people management post within your current employment.
- Leading people projects and/or playing a key role in larger organisation-wide programmes, managing their own work with a high level of autonomy.

A Level 7 Senior People Professional Apprenticeship plus MSc in Strategic Human Resource Management (Senior People Professional) prepares graduates for a variety of senior international roles. At Arden University, you will have the opportunity to consider your career, reflect on your previous experiences, on your progress and plan your next move. Support is available to develop important careers related skills and knowledge, such as CV, Cover Letter, LinkedIn design and assessment centres.

Useful Contacts

Student Support
Email: studentsupport@arden.ac.uk
Phone number: +44 (0)2476 515 700

Academic Lead (Programme Team Leader)
Joanna Graham
Email: jgraham@arden.ac.uk

Apprenticeship Manager (Overseeing the operational side of Degree Apprenticeships, from onboarding to EPA) TBC

Tutors

Each module you study has a dedicated Module Tutor. All tutors are approved subject specialists. They will help you by facilitating your academic progress and, to this end, they will set tasks and activities in the appropriate areas of ilearn, Arden University's Virtual Learning Environment. The primary means of support will be delivered online through ilearn. During induction, and in your early modules, you will be given clear guidance regarding your use of ilearn and the expectations on you to engage with the learning materials and activities online, including how these will integrate with and support your work-based learning.

Workplace Coach

Following enrolment, you will be allocated to a Workplace Coach for the duration of your programme. Your Workplace Coach will guide and support you to plan studies and set up your portfolio using the Apprenticeship portfolio system. Scheduled one-to-one sessions with your assigned Coach will take place throughout the duration of your programme, both online and in person at your place of work. Within each session you will discuss your progress towards evidencing the KSBs as your Coach supports you to generate this evidence and complete your Apprenticeship portfolio for final EPA.

Coaching

Your Workplace Coach At the start of your Programme you will be assigned a Workplace Coach; they will support you throughout the duration of your Programme, both face-to-face and via Skype.

The Workplace Coach is there to support with the Apprentice E-Portfolio, building evidence against the Knowledge, Skills and Behaviours (KSBs) for your Programme. This Portfolio of evidence will be assessed when you reach End Point Assessment (EPA), the Independent Assessor will assess that you have successfully implemented the KSBs within your place of work. The First Meeting The first meeting allows your Workplace Mentor, yourself and the Coach to get to know each other and attach a face to a name. This first meeting is the opportunity to go through the Skills Scan and agree targets. In this meeting the importance of the 20% Off the Job hours required to complete the Apprenticeship and the examples of what is classed as 20% OTJ, are discussed. The how and when will be recorded at this first meeting, this could be agreed that you, the Apprentice, have every Wednesday as your 20% OTJ or so many hours spread out over the working week. Attendance at the Development Day, once a month, counts towards these hours and attendance at these days are compulsory. Tri-part Meetings In each quarter of the year there will be a Tri-part meeting between you, your Line Manager/Workplace Sponsor and the Coach. This will take place in person and is an opportunity to discuss your progression and next steps on the Programme. This is also the place to raise any areas of concerns or any need for additional support to help you complete your E-Portfolio and the evidence needed for this. Your Coach will make the arrangements with you to book these meetings in and each Review will be logged within the E-Portfolio, confirming that it has taken place.

Academic misconduct

This policy and procedure applies to all students of the University and therefore all taught programmes and modules offered at Undergraduate and Postgraduate levels. It is also applicable to students undertaking an Arden University programme through a collaborative or partnership provider. The aim of this policy is to ensure that:

i.   Cases of suspected academic misconduct are dealt with openly and fairly.
ii.   Appropriate penalties and sanctions are imposed for proven cases of academic misconduct.
iii.   Academic Integrity is promoted across the University and issues relating to this are responded to appropriately to minimise the risk of academic misconduct.

You can find more about the policy on the university VLE.

Library

The Library Service at Arden is dedicated to supporting all Arden Students to be successful in their programme of study and on their academic journey.

Our Library Portal provides access to an extensive Digital Library containing over 35,000 journal titles and thousands of eBooks, as well as a range of academic and industry databases that you can use to research and gain in-depth information on your area of study.

On this page you will find information about the services and support available through the Library Service and useful information to help you to get started.

Careers:

Arden Futures is our online careers platform which provides career development support to all Arden students during their course and is also available when you graduate.

Arden Futures provides access to an exclusive online career management course ('pathway') to support apprentices with their professional development in their current roles, including preparing for annual review meetings, managing conflict at work, meeting etiquette and self-reflecting on skills development.

Through Arden Futures, apprentices can access job vacancies, careers workshops and employer insight sessions, as well as one-to-one career coaching appointments. Apprentices can access Arden Futures via this QR code and using their Arden login details.

After completing their qualification, apprentices can continue to access the Arden Futures platform by registering at: https://futures.arden.ac.uk/unauth'