Module Descriptor

Title	People Management Practice 3		
Session	2026/27	**Status**	Existing
Code	HURM09009	**SCQF Level**	9
Credit Points	20	**ECTS (European Credit Transfer Scheme)**	10
School	School of Business Creative Industries		
Module Co-ordinator	S Hofmann		

Summary of Module

This module is part of the People Management work-based learning *'spine'*, enabling students to further develop their professional experience through the incorporation of relevant and contemporary academic theory.

The module enables students develop a more advanced and critical understanding of people management in context of their work practices. The module allows students to explore relevant topical areas covered in Term 1 and 2 in an organisational context, through the development of a practical project. These areas may include the following:

- ✓ The management of people and organisational performance and reward;
- ✓ The role of systems and analytics in People Management;
- ✓ The people management function within managing employment relations.

Support in the development and execution of the project will be provided by the People Management Practice Mentor. The student is required to utilise various academic, technical, practical and transferable skills learned through their academic programme of study.

Students will be required to demonstrate advanced skills as reflective practitioners, supported by a meaningful alignment of their reflective practice to the CIPD Profession Map (Associate Level), focusing on the following key areas:

- ✓ Core knowledge: People Practice; Culture and Behaviour; Business Acumen; Analytics and Creating Value; Digital Working; and Change.
- ✓ Core behaviour: Ethical Practice; Professional Courage and Influence; Valuing People; Working Inclusively; Passion for Learning; Insights Focused; Situational decision-making; Commercial Drive.

This is supported by the module assessments which focus on both the context of people management in practice — where students will deliver a project presentation to their organisation and the People Management Practice Mentor/academic staff — and a reflective piece of written work.

Module Delivery Method	On-Campus	Hybrid	Online	Work -Based Learning
				x

Campuses for Module Delivery			
	Ayr Dumfries	Lanarkshire London Paisley	Online / Distance Learning Other (specify)

Terms for Module Delivery	Term 1		Term 2		Term 3	
Long-thin Delivery over more than one Term	Term 1 – Term 2		Term 2 – Term 3	x	Term 3 – Term 1	

Learning Outcomes	
L1	Demonstrate the ability to critically evaluate relevant theoretical concepts and principles within people management;
L2	Demonstrate the ability to identify an organisation-wide people management issue and critically evaluate through the involvement of a range of stakeholders;
L3	Demonstrate an advanced ability to reflect on professional knowledge and practice in line with the CIPD Profession Map (Associate Level);
L4	Demonstrate the ability to summarise and present a project in a concise, comprehensive and critical manner.
L5	

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	**During completion of this module, there will be an opportunity to achieve core skills in:**
Knowledge and Understanding (K and U)	Demonstrate knowledge of the scope, defining features, and main areas of professional practice in people management. Develop a discerning understanding of a defined range of core theories, concepts, principles and terminology of professional practice in people management. Show awareness and understanding of some major current people management issues and specialisms based on research and equivalent scholarly/academic processes.

Practice: Applied Knowledge and Understanding	Use a range of professional skills, techniques, practices and/or materials associated with professional practice in people management, a few of which are advanced and/or complex in nature. Carry out more advanced lines of enquiry, development or investigation into professional level problems and issues in people management.
Generic Cognitive skills	Undertake analysis, evaluation and/or synthesis of ideas, concepts, information and issues that are the common understandings of professional practice in people management. Use a range of approaches to formulate and critically evaluate evidence-based solutions/responses to defined and/or routine problems and issues within the people management arena.
Communication, ICT and Numeracy Skills	Use a wide range of routine skills and some advanced and specialised skills in support of established professional practices in people management, for example: Present or convey, formally and informally, information on standard/mainstream topics in people management to a range of audiences. Use a range of ICT applications to support and enhance work. Interpret, use and evaluate numerical and graphical data to achieve goals/targets.
Autonomy, Accountability and Working with Others	Exercise autonomy and initiative in various activities at a professional level in an organisational context of people management. Practice in ways that show awareness of own and others' roles, responsibilities and contributions when carrying out and evaluating tasks within the people management arena. Work, under some guidance, with others to acquire an understanding current professional practice in people management.

Prerequisites	**Module Code**	**Module Title**
	Other Students must be enrolled on the BA (Hons) People Management	
Co-requisites	**Module Code**	**Module Title**

Learning and Teaching

In line with UWS 'Curriculum Framework, providing a engaging and active, student-centred and inclusive approach to learning and teaching, the module has been designed around the delivery of engaging, activity- and discussion-based workshops, nurtured by meaningful online support, including drop-in sessions, short videos, reading materials, quizzes, etc. This approach creates more flexibility for students, while also enhancing deeper learning through engagement with peers and teaching staff, both online and in the classroom.

Students and their employers are supported through a collaborative approach, enabling the transfer of learning between the degree and practice. This will be achieved through the implementation of People Management Practice Mentoring which will support students in identifying suitable projects and guide them through the evaluation and implementation of such.

This is further fostered by the assessment approach, enabling students to develop both academic and employability-focused knowledge and skills within people management — all aligned to the overarching purpose and aims of the programme.

In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours.

Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	**Student Learning Hours** (Note: Learning hours include both contact hours and hours spent on other learning activities)
Laboratory/Practical Demonstration/Workshop	**6**
Practice Based Learning	**294**
Independent Study	**80**
Personal Development Plan	**20**
TOTAL	400

Indicative Resources

The following materials form essential underpinning for the module content and ultimately for the learning outcomes: Watson, G. and Reissner, S, (2023), "Developing Skills for Business Leadership: Building Personal Effectiveness and Business Acumen", 3rd Edition, CIPD — KoganPage, London Armstrong, M., (2021), "How to be an Even Better Manager: A Complete A-Z of Proven Techniques and Essential Skills", KoganPage, London Details of further resources, including textbooks, journals and online resources will be identified at the beginning of delivery in the module handbook and made available via the VLE.
(N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements
In line with the Student Attendance and Engagement Procedure, Students are academically engaged if they are regularly attending and participating in timetabled on-campus and online teaching sessions, asynchronous online learning activities, course-related learning resources, and complete assessments and submit these on time. **For the purposes of this module, academic engagement equates to the following:** In line with the Academic Engagement and Attendance Procedure, Students are defined as academically engaged if they are regularly engaged with timetabled teaching sessions, course-related learning resources including those in the Library and on the VLE, and complete assessments and submit these on time. Please refer to the Academic Engagement and Attendance Procedure at the following link: *Academic engagement and attendance procedure*

Equality and Diversity
The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code.
(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)

Supplemental Information

Divisional Programme Board	Management, Organisations and People
Overall Assessment Results	**Graded**

Module Eligible for Compensation	**No** **If this module is eligible for compensation, there may be cases where compensation is not permitted due to programme accreditation requirements. Please check the associated programme specification for details.**
School Assessment Board	Management, Organisations and People
Moderator	A Webb
External Examiner	N Brown
Accreditation Details	The module is accredited by the Chartered Institute of Personnel and Development (CIPD)
Module Appears in CPD catalogue	**No**
Changes / Version Number	1

Assessment (also refer to Assessment Outcomes Grids below)
Assessment 1
50% of the overall module assessment will be accounted for by an individual project presentation
Assessment 2
50% of the overall module assessment will be accounted for by a reflective portfolio
Assessment 3
N/A
(N.B. (i) Assessment Outcomes Grids for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed. (ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Component 1							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**

Presentation	x	x				50	1

Component 2							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
Portfolio of written work			x	x		50	0

Component 3							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
n/a							
Combined total for all components						100%	1 hours

Change Control

What	**When**	**Who**