Undergraduate Programme Specification

Session	2026/27	**Last Modified**	
Named Award Title	BA (Hons) People Management		
Award Title for Each Award	BA (Hons) People Management BA People Management Dip HE People Management		
Date of Approval	31/05/2024		
Details of Cohort Applies to	September 2025		
Awarding Institution	University of the West of Scotland	**Teaching Institution(s)**	University of the West of Scotland
Language of Instruction & Examination		English	
Award Accredited by		University of the West of Scotland	
Maximum Period of Registration		—	
Duration of Study			
Full-time	—	**Part-time**	4 Years
Placement (compulsory)	—		
Mode of Study	Part-time		
Campus	Ayr Dumfries	Lanarkshire London Paisley x	Online / Distance Learning Other (specify)
School	Business & Creative Industries		
Divisional Programme Board	Management, Organisations & People		

Programme Leader	Dr. Silvio Hofmann

Admissions Criteria

Candidates must be able to satisfy the general admission requirements of the University of the West of Scotland as specified in Chapter 2 of the University Regulatory Framework together with the following programme requirements:

SQA National Qualifications:
Grades B, B, B, C @ Higher including English. Mathematics at least at standard grade.

Or GCE
Grades C, C, C @ A level plus 3 GCSEs including English and Mathematics.

Or SQA National Qualifications / Edexcel Foundation
At the Programme Leader's discretion, advanced/direct entry is possible to the programme at SCQF Levels 8 and 9, with the necessary qualifications and/or pre-requisites (see below).

Other Required Qualifications/Experience
In order to qualify for entry into the programme at level 8 — and, therefore, demonstrate fundamental understanding and experience of business and people management — applicants are required to meet ONE of the following pre-requisites:

- Posses the equivalent of an SCQF level 7 qualification (e.g. HNC) with a sufficient level of HRM/People Management content;
- CIPD Foundation Qualification (formerly Level 3) — this should normally not be older than 5 years to ensure currency of knowledge and learning AND relevant work experience;
- Completion of the Accreditation of Prior Experiential Learning (APEL) assessment, specifically designed for the BA (Hons) People Management.

For third-year (level 9) entry, applicants holding HND, DipHE or other equivalent qualifications will have successfully completed an appropriate amount of HRM-related programme content (units/modules) at their previous institution.

Support arrangements are in place to assist the integration of those students joining the programme through an advanced entry route.

All students are required to be in relevant work at the commencement of the programme (e.g. HR Administrator, People Manager, or equivalent) — relevance and suitability are to be determined at the Programme Leader's discretion.

Further desirable skills pre-application
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General Overview

The BA (Hons) People Management is a unique, highly specialised, professional part-time degree programme which has been specifically developed for professionals who are currently holding Human Resource and/or People Management responsibilities. The programme is, therefore, designed as a professional part-time route, allowing for flexibility around students full-time jobs. The degree programme offers multiple entry points (at levels 8 and 9) but requires the student to be in employment within HR and/or People Management.

The programme has been accredited by the Chartered Institute of Personnel and Development (CIPD), and therefore meets the highest standards in the profession of human resource and people management. For that reason, the programme design is driven by the CIPD Core Knowledge and Core Behaviour, in line with the CIPD CPD Map, as outlined below:

- 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; and Situational Decision Making; Commercial Drive.

On successful completion of the Honours degree, students will obtain the Associate Membership level from the Chartered Institute of Personnel and Development (CIPD). Furthermore, this unique programme has been designed to deliver up-to-date practical and professional skills, underpinned by appropriate academic theory. This is fostered by a comprehensive learning journey, supported by a clear programme structure — in line with the UWS Curriculum Framework 2023, aimed at delivering simple, coherent, linear and authentic education:

- Year 1: Introducing People Management
  - Year one is designed for the provision of fundamental knowledge of HR/People Management and the wider business context through the learning of Organisational Behaviour and the HR Function. This is nurtured by the incorporation of the People Management Practice 1 module, enabling students to bring their work experience into the academic degree programme.
- Year 2: Operationalising People Management
  - Year two places a strong emphasis on ideas around People Management in the wider context through the exploration of sustainability and the international dimension. Further, year two also explores fundamental concepts around performance, reward, talent management and HR systems and data.
- Year 3: Managing the HR Function in Organisations
  - Year three takes a more practical approach to People Management by exploring equality, diversity and inclusion, employment relations and HR policies — enabling students to develop a deep understanding of the overarching role of HRM in organisations. This is nurtured by the incorporation of the People Management Practice 3 module, enabling students to bring their work experience into the degree programme.
- Year 4: Specialism in People Management
  - Year four enables students to explore contemporary issues in HR/People Management through both the Transformational HRM module and through the completion of People Management Practice 3. This enables students to reflect on their learning as well as practical experience and devise a thorough investigation into an organisational issue. This is supported by the development of fundamental research skills through the Research Design & Methods module.

Therefore, the programme takes a strategic approach to developing skills and knowledge across all four years — supported by a well-balanced approach to assessments, focusing on providing academic and employability skills — throughout which it develops students' intellectual and imaginative understanding and judgement, the ability to resolve problems effectively and to recognise the relevance of a wide variety of approaches with People/Human Resource Management.

The BA (Hons) People Management programme has been developed around a spine of work-based learning modules, namely People Management Practice 2-4 (PMP 2-4), across the programme. The PMP assessments are a distinguishing feature of the programme, designed to deliver a return on

investment for the employing organisation; negotiated between the student, the employer, and the university (with the assistance of an appointed PMP Mentor).

Students are expected to blend the skills and experiences they have acquired in the workplace with the academic learning from the degree and to do so throughout the programme. This enables students to focus on PDP at each level of study, addressing contextualised development using reflection and workplace self-evaluation.

Typical Delivery Method
Part-time, blended Learning

Any additional costs
CIPD Student Membership at £109 per year (subject to change — for more information: **https://www.cipd.org/uk/membership/levels/student-membership/**

Graduate Attributes, Employability & Personal Development Planning

In line with the university s strategic alignment and Curriculum Framework 2023, the programme is designed around the I am UWS graduate attributes, which are as follows:

- Universal: globally relevant with comprehensively applicable abilities, skills and behaviours;
- Work-ready: dynamic and prepared for employment in complex, ever-changing environments which require lifelong learning and resilience;
- Successful: as a UWS graduate with a solid foundation on which to continue succeeding and realising my potential, across various contexts.

Furthermore, *I am UWS* suggests that through studying and graduating from UWS, students will develop attributes across three dimensions:

- Academic: the programme is designed to enable students to develop knowledge, skills and abilities related to high-level academic study, through a strong focus on HR/People Management content and a varied assessment strategy;
- Personal: the programme, especially the People Management Practice modules, is designed to support students in the development of qualities and characteristics of well-rounded, developed and responsible individuals through meaningful and relevant reflective activities and assessments;
- Professional: by its nature, the overarching purpose of the programme enables students to develop skills, aptitudes and attitudes required for professional working life in the 21st Century, both regarding the programme content and the alignment to the professional body (CIPD) requirements.

These principles are deeply embedded in the programme and module design, where we focus on both academic knowledge and skills, while also supporting our students in developing personal and professional skills.

Work-Based Learning/Placement Details

The programme has been developed around a *'spine'* of work-based learning modules, namely People Management Practice 2-4 (PMP 2-4), across the programme. The key purpose of these modules is to enable students to bring their work experience into their education, while also placing a strong emphasis on the development of a fundamental understanding of the HRM profession, utilising the CIPD Profession Map.

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 Tutoring which will support students in identifying suitable projects and guide them through the evaluation and implementation of such.

The modules 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. 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.

In meeting the PMP aspirations, the modules will utilise on-campus workshops at the beginning of each delivery, allowing us to ensure the alignment of their projects to the programme requirements, while also supporting students in the development of reflective practice.

Attendance and Engagement

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 programme, academic engagement equates to the following:

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.

Programme structures and requirements, SCQF level, term, module name and code, credits and awards (Chapter 1, Regulatory Framework)

Learning Outcomes

SCQF LEVEL 7 Learning Outcomes	
Knowledge and Understanding	
A1	
A2	
A3	
A4	
A5	
Practice - Applied Knowledge and Understanding	
B1	
B2	
B3	
B4	
B5	
Communication, ICT and Numeracy Skills	
C1	
C2	
C3	
C4	
C5	
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	
D2	

D3	
D4	
D5	
Autonomy, Accountability and Working with Others	
E1	
E2	
E3	
E4	
E5	

Level 7 Modules

CORE

SCQF Level	**Module Code**	**Module Title**	**Credit**	**Term**			**Footnotes**
				1	**2**	**3**	
Footnotes for Core Modules							

Level 7 Modules

OPTION

SCQF Level	**Module Code**	**Module Title**	**Credit**	**Term**			**Footnotes**
				1	**2**	**3**	

Footnotes for Option Modules							

Level 7

Criteria for Progression and Award
Please refer to UWS Regulatory Framework for related regulations

SCQF LEVEL 8 Learning Outcomes	
Knowledge and Understanding	
A1	Develop a generalist understanding of fundamental theories, principles and contexts in people management.
A2	Understand the broad context of how organisations function, with more specific knowledge around fundamental people management concepts.
A3	Develop an understanding and appreciation of fundamental concepts and ideas around sustainable business and the role of people management.
A4	Demonstrate an understanding and appreciation of the role of talent in any organisational context, including key theories, principles and concepts in people management.
Practice - Applied Knowledge and Understanding	
B1	Demonstrate the ability to apply theories, principles and concepts in people management to specific organisational contexts.
B2	Utilise a range of personal and people management skills, mainly at a routine level, but with some at a more advanced/complex level.
B3	Conduct routine levels of enquiry, development or investigation into people management and business issues.
Communication, ICT and Numeracy Skills	
C1	Use a range of communication skills and some advanced and specialised skills to convey complex information to a range of audiences and for a range of purposes.
C2	Use a range of routine skills and techniques in more complex situations.
C3	Use interpersonal skills of effective listening, persuasion and presentation.
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	Develop an outline of knowledge and understanding of people management research and academic processes.
D2	Undertake analysis, evaluation and synthesis of basic business concepts, information and arguments relevant to people management.
D3	Select and use problem-solving techniques to critically investigate and evaluate routine people management issues.
Autonomy, Accountability and Working with Others	
E1	Exercise autonomy and initiative in some activities with appropriate guidance.
E2	Take continuing account of own and others' roles, responsibilities and contributions in carrying out and evaluating tasks.
E3	Systematically identify and address own learning needs in current areas, associated with the research and critical analysis of people management.

Level 8 Modules

CORE

SCQF Level	Module Code	Module Title	Credit	Term			Footnotes
				1	2	3	
8	BUSN08062	People, Planet and Profit	20	✓			
8	HURM08001	Organisational Behaviour	20	✓			
8	HURM08002	The HR Function	20	✓	✓		
8	HURM08003	Talent Management	20		✓		
8	HURM08009	People Management Practice 2	40		✓	✓	
Footnotes for Core Modules							

Level 8 Modules

OPTION

SCQF Level	Module Code	Module Title	Credit	Term			Footnotes
				1	2	3	
Footnotes for Option Modules							

Level 8

Criteria for Progression and Award
Please refer to UWS Regulatory Framework for related regulations

For information on progression, please refer to University Regulation 3.13/3.14.

In line with regulation 3.13, students that have passed all 120 credits of the core modules at SCQF level 8, may progress to level 9 of the programme.

Students who have completed 240 credits from the programme of which a minimum of 90 are at SCQF level 8 are entitled to exit with the award of the Diploma of Higher Education (DipHE) Business.

For information on the Grade Point Average, please refer to University Regulation 3.18.

SCQF LEVEL 9 Learning Outcomes (Maximum of 5 per heading)	
Knowledge and Understanding	
A1	Demonstrate knowledge and critical understanding of a substantial range of issues, concepts, values and principles of people management.
A2	Demonstrate an understanding of the people management profession in the context of fundamental core behaviours and knowledge.
A3	Demonstrate a critical understanding of systematic and analytical concepts as well as the notion of the employment relationship within people management.
Practice - Applied Knowledge and Understanding	
B1	Demonstrate an operational understanding of the fundamental areas, knowledge and developments of people management.
B2	Develop a practical understanding of the principles of undertaking an independent people management project.
B3	Demonstrate the ability to critically reflect on professionalism in people management, including in the context of fundamental core behaviours and knowledge.
Communication, ICT and Numeracy Skills	
C1	Effectively interpret, use and evaluate numerical and graphical data.
C2	Use a range of IT applications to support and enhance work.
C3	Use a range of communication skills and some advanced and specialised skilled to convey complex information to a range of audiences for a range of purposes.
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	Use knowledge, understanding and skills to critically evaluate and formulate evidence-based arguments and identify solutions to clearly define problems of a generally routine nature.
D2	Identify and address own learning needs within defined contexts and to undertake independent learning with limited guidance.
Autonomy, Accountability and Working with Others	
E1	Exercise a degree of independence and initiative in carrying out more complex activities which are sometimes set in challenging contexts.
E2	Identify learning needs through reflection based on tutor, self and peer evaluation of performance in the more complex activities set in challenging contexts.
E3	Develop coping strategies of operating effectively within a team on complex activities in challenging contexts.
E4	Be aware of and deal with ethical issues of relevance to the people management profession.

Level 9 Modules

CORE

SCQF Level	Module Code	Module Title	Credit	Term			Footnotes
				1	2	3	
9	HURM09002	Managing Performance & Reward	20	✓			
9	HURM09004	HRM Research Design	20	✓	✓		
9	HURM09005	Critical Employment Relations	20	✓	✓		
9	HURM09008	HR Systems & Analytics	20			✓	
9	HURM09009	People Management Practice 3	40		✓	✓	
Footnotes for Core Modules							

Level 9 Modules

OPTION

SCQF Level	Module Code	Module Title	Credit	Term			Footnotes
				1	2	3	
Footnotes for Option Modules							

Level 9

Criteria for Progression and Award
Please refer to UWS Regulatory Framework for related regulations

For information on progression, please refer to University Regulation 3.13/3.14.

Students who have completed 240 credits from the programme (including APEL credits) of which a minimum of 90 are at SCQF level 8 are entitled to exit with the award of the Diploma of Higher Education (DipHE) Business.

For information on the Grade Point Average, please refer to University Regulation 3.18.

N.B.: in line with regulation 3.35 (and 1.40-1.41), compensation is not permissible for any module at level 9 due to the professional body (CIPD) requirements.

SCQF LEVEL 10 Learning Outcomes (Maximum of 5 per heading**)**	
Knowledge and Understanding	
A1	Develop a critical understanding of various specialist areas within people management, and demonstrate the ability to critically evaluate and apply these in different organisational settings.
A2	Demonstrate the ability to critically work with knowledge that covers and integrates most of the principle areas, features and boundaries, terminology and conventions of the people management discipline.
A3	Execute a defined people management research project involving the evaluation and synthesis of a variety of sources, including academic literature, to identify, define, conceptualise and analyse complex people management problems and issues to arrive at conclusions.
Practice - Applied Knowledge and Understanding	
B1	Critically analyse problems in terms of people management concepts and apply appropriate principles to propose solutions.
B2	Demonstrate criticality when retrieving, interpreting and manipulating primary and secondary information from a variety of sources including electronic sources.
B3	Maintain the skills of enquiry, investigation, analysis, evaluation and judgement necessary to undertake a sustained piece of individual research on a chosen topic with minimal guidance.
Communication, ICT and Numeracy Skills	
C1	Communicate effectively and appropriately in speech and writing at an advanced level and to a range of audiences.
C2	Make effective use of information retrieval systems and use information technology applications to present documents in an appropriate form.
C3	Distinguish between alternative opinions on the basis of evidence presented in coherent and logical arguments.
Generic Cognitive Skills - Problem Solving, Analysis, Evaluation	
D1	Maintain expertise in the skills of enquiry, investigation, analysis, evaluation and judgement necessary to undertake a sustained piece of individual research on a chosen topic.
D2	Engage in discourse concerning people management-related studies and associated ethical issues.

D3	Give reasons for opinions and identify flaws in arguments in relation to the people management discipline.
D4	Bring together information from a variety of sources, including research publications.
Autonomy, Accountability and Working with Others	
E1	Exercise a degree of independence and initiative in carrying out complex activities some of which are set in challenging professional contexts.
E2	Identify learning needs through reflection based on tutor, self and peer evaluation of performance in complex activities set in challenging professional contexts sometimes involving ethical considerations.
E3	Be aware of current people management professional and ethical codes, recognise the limits of the codes and seek guidance where appropriate.

Level 10 Modules

CORE

SCQF Level	Module Code	Module Title	Credit	Term			Footnotes
				1	2	3	
10	HURM10002	HR Policy & Practice	20			✓	
10	HURM10005	Critical Issues in International HRM	20		✓		
10	HURM10008	Equality, Diversity & Inclusion	20	✓			
10	HURM10009	Transformational HRM	20	✓			
10	HURM10010	People Management Practice 4	40		✓	✓	
Footnotes for Core Modules							

Level 10 Modules

OPTION

SCQF Level	Module Code	Module Title	Credit	Term			Footnotes
				1	2	3	

Footnotes for Option Modules							

Level 10

Criteria for Award
Please refer to UWS Regulatory Framework for related regulations

Students obtaining 480 credits, including all core modules, with a minimum of 200 in the subject at SCQF 9 and SCQF 10, of which a minimum of at least 90 are at SCQF level 10, are eligible for the exit award of BA (Hons) People Management.

For information on the classification of Honours degrees, please refer to University Regulation 3.20-3.24.

For information on the Grade Point Average, please refer to University Regulation 3.18.

N.B.: in line with regulation 3.35 (and 1.40-1.41), compensation is not permissible for any module at level 10 due to the professional body (CIPD) requirements.

Regulations of Assessment

Candidates will be bound by the general assessment regulations of the University as specified in the University Regulatory Framework.

An overview of the assessment details is provided in the Student Handbook and the assessment criteria for each module is provided in the module descriptor which forms part of the module pack issued to students. For further details on assessment please refer to Chapter 3 of the Regulatory Framework.

To qualify for an award of the University, students must complete all the programme requirements and must meet the credit minima detailed in Chapter 1 of the Regulatory Framework.

Combined Studies

There may be instances where a student has been unsuccessful in meeting the award criteria for the named award and for other more generic named awards existing within the School. Provided that they have met the credit requirements in line with the SCQF credit minima (please see Regulation 1.21), they will be eligible for a Combined Studies award (please see Regulation 1.61).

For students studying BA, BAcc, or BD awards the award will be BA Combined Studies.

For students studying BEng or BSc awards, the award will be BSc Combined Studies.

Version no: 1

Change/Version Control

What	**When**	**Who**