



**UNIVERSITY
OF LONDON**
INTERNATIONAL
PROGRAMMES

Postgraduate study in

Organizational Psychology and Human Resource Management

Fully supported online learning

2012

Academic direction by:



www.londoninternational.ac.uk/ophrm



Contents

Postgraduate study in Organizational Psychology and Human Resource Management

The University of London International Programmes	3
A welcome from Dr Chris Dewberry	4
Why study with us?	5
Programme structures	6
How do I study?	8
Module outlines	11
Entrance requirements and further information	15

Key points about studying postgraduate programmes in Organizational Psychology and Human Resource Management

- Gain a University of London degree through the University of London International Programmes, while studying in your own country.
- The programmes are developed by academics within the Department of Organizational Psychology at Birkbeck, the oldest and largest department of its kind in the UK.
- Fully supported online, you participate in tutor-led virtual seminars for each module. You are also assigned a personal tutor who you can contact for general guidance over the course of your studies.
- Gain professional recognition and progress your career in the direction you choose.
- Designed to suit individual needs and fit in with your lifestyle and work.

The University of London International Programmes



Welcome from Professor Geoffrey Crossick, Vice-Chancellor, University of London and Professor Jonathan Kydd, Dean, University of London International Programmes

For more than 150 years, the University of London International Programmes (formerly known as the External System), has been offering degree programmes to students worldwide. It has always prided itself on being an international institution and its International Programmes demonstrates this inclusive outlook. Today, it has more than 50,000 students studying

in over 190 countries, bringing the University to you through distance and flexible learning.

As a family of world-class institutions, the University has a reputation for academic distinction in teaching and research, both in the UK and internationally. Ranging from education to management, and from law to philosophy, all of our programmes are developed by academics within the University of London's constituent Colleges. This ensures that our awards are

recognised worldwide for their quality and value, and that students benefit from the academic rigour and cutting-edge research undertaken within the Colleges.

Studying with the University of London is one of the greatest investments you can make in yourself. We look forward to welcoming you into our global community of students and wish you every success.

The University of London is one of the leading universities in Europe. Its world-class federation of 19 Colleges and a number of smaller specialist Institutes provides an unrivalled range of education opportunities of outstanding breadth and quality. Unique in its size, the federation includes specialised Colleges such as the Institute of Education, while

others such as UCL are multi-faculty.

In 1858, with the establishment of its International Programmes, the University broke new ground by opening up its awards to those who either could not, or did not wish to, come to London to study. Academics who teach and assess campus-based students develop and write the study materials for all our programmes.

They also set the exam papers and are responsible for marking the scripts.

Robust quality assurance mechanisms have been endorsed by the Quality Assurance Agency – the UK's independent body for safeguarding the quality and standards of Higher Education.

A welcome from Dr Chris Dewberry



Programme Director

Organizational Psychology and Human Resource Management

Many people wish for a better understanding of the organization they work for. They know how to do their job, but would like a set of ideas and a way of thinking to help them understand and improve the way things are done organizationally. With such understanding they may be more successful, and help to create more productive and satisfying workplaces for others. It is for people like this that our programmes in Organizational Psychology and Human Resource Management have been designed.

The programmes are concerned with the social and psychological processes

operating in organizations, and how these processes relate to organizational systems and structures. Both programmes use current and classic theory and research to enable you to understand organizations, and to develop ways of improving them. Such improvements come in many forms, from selecting, training, and motivating people, to maintaining and enhancing their well-being.

Organizational Psychology focuses more on the psychological aspects of organizational functioning, whereas Human Resource Management is additionally concerned with the systems used in this specialist field.

You will receive small group tuition by experts, extensive high quality and purpose-written study materials, and access to world-class library facilities. Because tuition takes place online, you can study at the times you choose, and do so anywhere in the world that Internet access is available. You will also have the opportunity to meet tutors, and other students, at the free seminar organized each year in London.

To hear Chris give a brief overview of the programme on our YouTube channel, please visit: <http://bit.ly/baDuc0>

Academic direction: Birkbeck

The Department of Organizational Psychology is the oldest and largest of its kind in the UK and makes a major contribution to research in the field of behaviour at work. It is a major provider of academic and professional training in organizational psychology (also known as occupational psychology or organizational

behaviour) and career management.

As well as providing established and innovative teaching programmes, members of the Department are dedicated to conducting internationally renowned research in their specialist fields, and have papers published worldwide in top academic journals. The authors of the study materials you will receive are all highly respected in

the field. The Department maintains good relationships with industrial research partners. The programmes offer a very high degree of immediate academic and peer support via the complete online learning environment. You will take part in small tutor-supported groups, where you and your group will follow the syllabus, guided and supported by your module tutors.

Why study with us?

A flexible approach to learning

The programmes listed in this leaflet give you the opportunity to gain professional recognition and progress your career in the direction you choose. Our students come from a variety of backgrounds. Many are already working in HR or Management and wish to advance their career with a qualification. Others are looking to make a career change, or simply want to understand organizations better.

Why distance learning?

There are many reasons to consider distance learning. Your job may involve extensive travel or long and irregular hours, making it difficult to commit to regular classes and study times. Perhaps you would rather avoid the expense of relocating to London as a full-time student. Whatever your reasons, the flexibility of these programmes allows you to plan your studies to fit in with your home and work commitments.

Employment routes

Graduates of these programmes go on to become trainers, motivators, careers advisors, managers and consultants within large multinational

companies, government departments or in any organization where advanced knowledge of organizational psychology may be useful.

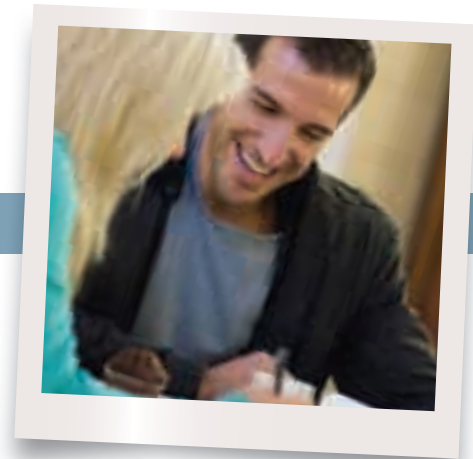
Flexible study

You can study for a full MSc, Postgraduate Diploma or choose to take a single module for your continuing professional development. If you do not want to commit to studying an MSc, you can register for an individual module or Postgraduate Diploma first. Having successfully completed these, you can then move on to gain the full MSc.

You have between 2-5 years to complete the MSc, and 1-5 years to complete the Postgraduate Diploma.

Time commitment

Provided you complete the MSc within five years, you can study at your own pace. For instance, you do not have to take examinations every year. As a rough guide, if you wish to complete in the minimum study period you should be prepared to study 20 hours per week during the academic session. This runs from February until November.



Spreading the cost

You are not expected to pay in full as soon as you start your first module, unless you choose to do so. Generally, students choose the pay-as-you-go option, spreading the cost by paying for each new module in turn. But it is up to you.

Assessment

With the exception of 'Organizational analysis', 'Organizational research' and the Dissertation, each module is examined by a one-hour unseen written paper. 'Organizational analysis' and 'Organizational research' are assessed jointly by a single research proposal of between 5,000 and 6,000 words. The Dissertation (MSc students only) is assessed by a 10,000-word scientific report. Examinations are offered once a year in October, in over 190 centres worldwide. You can sit them locally, whenever you are ready.

Programme structures

MSc and Postgraduate Diploma in Organizational Psychology

For the **Postgraduate Diploma** you take **six modules**: the two compulsory modules and four further modules (excluding the Dissertation).

For the **MSc** you take **ten modules**: the two compulsory modules and eight further modules. Please note that the Dissertation counts as a double module.

Notes:

- You can take a maximum of two of the modules marked with an asterisk (*).
- The two core modules must be taken in the year in which you first attempt an examination.
- Selection of the Dissertation is subject to the approval of the Programme Director.
- Not all modules will necessarily be available in every year.

Compulsory modules

- Organizational analysis
- Organizational research

Further modules

- Understanding and changing organizations
- Selection and assessment
- Life career development
- Career counselling and coaching
- Work and well-being
- Motivation and performance at work
- Training and development
- New technology at work
- Employment relations*
- International human resource management*
- Practices in human resource management*
- Leadership and human resource management*
- Dissertation (**MSc only**) (equivalent to two modules)

Profile: Miriam McCallum | MSc in Organizational Psychology, UK

'I run my own small consultancy where I work as an organizational consultant, executive coach and facilitator.

I am very proud of having a University of London Masters in Organizational Psychology. The benefits include not only being better in my role, but also being able to increase my fees and win more interesting assignments. Exploring, discussing and learning new ways of thinking about research in areas such as leadership, stress, and organizational change was very illuminating.

The flexibility to pace my own studies and to study at any location was essential as I travel with my work. I would certainly recommend this degree to anyone who is involved in human resource management. The tutors are fantastic – very passionate about their subjects and very encouraging in an online environment. It was amazing to be conferencing online with people across the world. It provided an international perspective to the programme – invaluable in this field of study.'



MSc and Postgraduate Diploma in Human Resource Management

For the **Postgraduate Diploma** you take the **six compulsory modules**.

For the **MSc** you take **ten modules**: the six compulsory modules and four further modules. Please note that the Dissertation counts as a double module.

Six compulsory modules

Two core modules

- Organizational analysis
- Organizational research

PLUS

- Leadership and human resource management
- Employment relations
- International human resource management
- Practices in human resource management

(MSc only) Four further modules selected from

- Understanding and changing organizations
- Selection and assessment
- Life career development
- Career counselling and coaching
- Work and well-being
- Motivation and performance at work
- Training and development
- New technology at work
- Dissertation (equivalent to two modules)

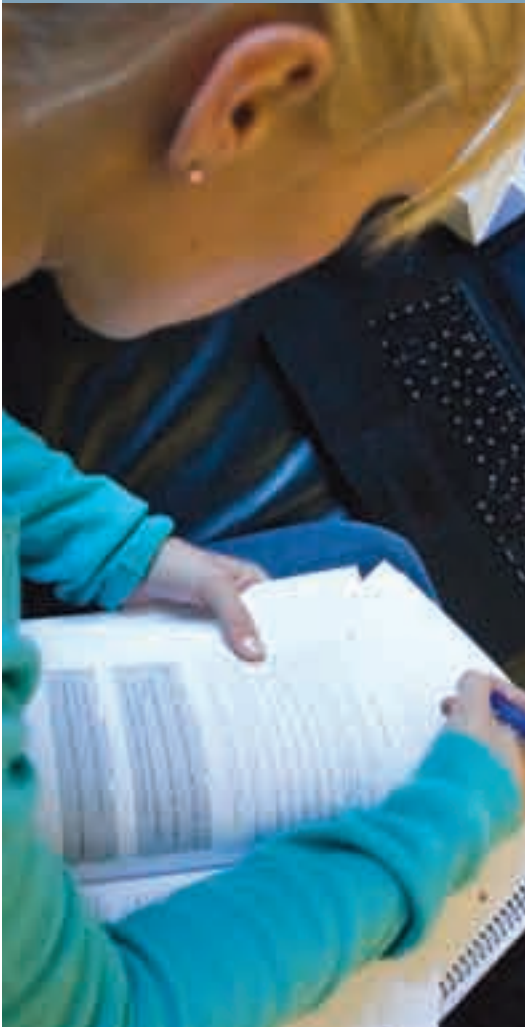
Notes:

- The two core modules must be taken in the year in which you first attempt an examination.
- Selection of the Dissertation is subject to the approval of the Programme Director.
- Not all modules will necessarily be available in every year.



How do I study?

An innovative approach to learning



The Virtual Learning Environment

The dynamic element of the programme is provided through the Virtual Learning Environment. This provides:

Virtual seminars. You are placed in a group of about 15 students with a highly qualified online conferencing tutor. For each module, over a period of (usually) ten weeks, you discuss five set topics in this conferencing group. Because these discussions are not in 'real time' you can ask questions, give your opinions, request clarification, read the contributions made by others, etc., at whatever time of the day or the week suits you. If you are away from home, even on the other side of the world, it makes no difference as long as you have Internet access when you need to conference. And at the end of the study period you can, if you want to, print all this material off and read it whenever you want – giving you a permanent copy of all that you, your tutor, and your fellow students have written. Conferencing will take place over three terms.

Electronic access to the University where you can access world-class

library resources. Here you can search for and obtain articles in the world's top academic journals (including those recommended by your tutor), read them on your computer, or print them out at work or your home if you want to. It is like being able to walk into one of the world's great academic libraries without leaving your chair at home. In fact, with a portable device such as an iPhone or iPad and access to the Internet, you can conference and read articles anywhere and at any time!

Your study resources

For each module you study, there are three key elements:

- a specially written subject guide covering the essentials of your chosen module
- a resource pack containing specific articles and chapters selected by the module authors (a textbook will be supplied for some modules)
- a module handbook and a number of online discussions relating to selected aspects of the module.

For the Organizational Research module you will also receive a CD-ROM and textbook.

The subject guide

These contain the central concepts, ideas and empirical studies relevant to the programme. They also contain a series of exercises and activities: some of these direct you to articles or papers which are included in your resource pack, while others ask you to reflect on your own experience or pose questions to help you test your understanding of what you are reading. These activities constitute the foundations for your online discussions and enable you to get a good grasp of the subject.

The resource pack

All of the readings included in your resource pack are required reading for the module you are studying. They are usually introduced in the subject guide as part of an activity, with the module author explaining why the reading is important and guiding you to particular aspects of the reading. You are encouraged to extend your reading beyond the resource pack and make use of the University of London Online Library to get access to the very latest research articles on the subject.

Online discussions

Online discussions are a very important part of the course, and benefit both you and the other students in your group. The average number of contributions per student is between three and five per topic, with 10 contributions being the maximum allowed. At first, you may find the prospect of joining in a discussion with people you have not met before rather daunting, but you will probably find that once you have made one or two contributions you feel far more confident about joining in. Although you are required to participate in the discussion, you will not be assessed on your contributions, so you can enjoy the opportunity to explore the subject and share your opinions with your fellow students

Essays and sample exam questions

For each module, you have the opportunity to obtain valuable feedback on one essay and one sample exam answer that you write.

Online study support

Online teaching: At times of your own choosing you participate in tutor-led virtual seminars for each module.

Personal tutor: You will be assigned a personal tutor who you can contact for general guidance over the course of your studies.

Programme administrator:

Your first point of contact for all queries relating to your studies.

Assessed pieces of work: An online facility for submitting essays and mock exams to your tutor is available.

Student café: An informal virtual meeting place where students support and encourage one another – a very popular feature of our programmes.

Optional face-to-face seminars in London:

An optional one-day seminar is held in London in February for newly registered students. Here new students are introduced to the course, given study guidance, and can meet face to face with each other, and with tutors. In addition, an optional one-day examination revision session is held in London in September. This is open to all students on the OPHRM programmes.



Gaining a prestigious University of London qualification

As an International Programmes student, you register with the University of London for one of its awards. The academic direction of your programme – including the syllabus, assessment, learning resources and, where given, academic support – is the responsibility of a particular College, or consortium of Colleges, of the

University of London, known as the 'Lead College'. Birkbeck is the 'Lead College' for the programmes in this leaflet.

When you graduate with a degree, diploma or certificate from the University of London you will be sent two documents – a final diploma (the parchment you receive on graduation) and a Diploma Supplement.

The final diploma indicates that you were registered with the University of London and awarded a University of London degree or diploma, and gives the name of the Lead College which conducted the examinations. The University of London logo and the Vice-Chancellor's signature are incorporated.

The Diploma Supplement

describes the nature, level and content of the programme you successfully completed and includes a transcript of courses taken and marks achieved, as well as the overall classification. It also provides further information about the role of the Lead College and method of study.

Module outlines

Organizational analysis

An overview of the different levels of analysis within organizational research. Emphasis will be placed on the different paradigms from which to analyse organizations, and the roles of theories and facts. Evidence-based and reflexive practice will be evaluated, as well as some specific foci on analysing power, gender and ethics. The aim of this module is to provide a sound basis from which to explore, evaluate and critique any issue within organizational psychology or human resource management.

Organizational research

Introduces the areas of knowledge which are necessary to critically evaluate research reports and papers, and provides the knowledge needed to carry out a quantitative or qualitative Research project. Areas covered will include: research design; sampling; both qualitative and quantitative approaches to data collection; the statistical analysis of quantitative data; the preparation of research reports and the use of different paradigms in research.

Understanding and changing organizations

The module will include lectures, seminars and group work. The aim of group work is to give you the opportunity to develop skills of critical discussion; to evaluate evidence presented to you; and to present an argument to others. It is also an opportunity for you to learn about a wide range of organizations; to draw on different experiences of work, and to build up networks with others who are interested in similar areas. On this module, we will introduce you to the wide range of approaches to analysing and changing organizations. Examples of the topics included are:

- strategy
- organisational development
- culture
- power and politics
- influencing organisational change
- fashion and organisations
- management consultancy
- discourse and change.

Selection and assessment

This module is designed to cover the key issues involved in selecting and assessing people at work. Various selection methods are described, and the criteria used for evaluating them are discussed. The nature and causes of good job performance, and issues relating to the process of job selection, are considered. A discussion of the validity of various job selection methods is followed by an examination of the psychological processes involved in selection. Finally, the fairness of selection systems is considered.

Life career development

This begins by examining the concept of career from a variety of perspectives. It considers the process of occupational choice and occupational socialisation and different types of career path. Various ways of representing people's careers and ways of intervening in career development are discussed. Students are helped to understand their own life-career development and consider ways in which they can help themselves and others make role transitions.

Module outlines

Career counselling and coaching

Students are helped to develop an understanding of the theoretical basis of career counselling. This is achieved by exploring ideas from the main approaches to counselling generally, and drawing out the implications and applications particularly relevant to career counselling. The module then considers session management, assessment and the use of information and communication technology in career counselling. Ethical and professional issues are also addressed.

Work and well-being

The aim of this module is to develop an understanding of the nature and extent of relationships between work and well-being. Areas covered include the determinants of well-being; relationships between work and well-being; work and well-being in the context of everyday life; unemployment; the role of individual differences; stress; and the use of organizational and individual interventions aimed at influencing well-being.

Motivation and performance at work

Examines contemporary work motivation theories within a coherent framework and the causes of high performance. Areas to be covered will include: content, need, process, and cognitive theories of work motivation; the identification and measurement of performance criteria; explanations for high performance; and the relationship between performance and a variety of organizational variables including pay, leadership, groups, job design, work systems, technical change, involvement and commitment, attribution and self-efficacy, and goal setting.

Training and development

The meaning of training and development is explored. Several models of effective training are introduced, and ways of identifying training needs are examined. Theoretical approaches to learning are discussed. Various training methods are covered in relation to both theoretical aspects of learning and the nature of the material to be learnt. Finally, the ways in which training can be evaluated are considered.

New technology at work

New forms of computer-based technology present both opportunities and challenges for organizations. How can this technology be designed to facilitate effective use? What new ways of working are implicated by advanced technologies? This module covers a range of psychological and organizational issues pertaining to the use of new technology at work, from designing and evaluating the human-machine interface to analysing the management of technological change.

Dissertation

The Dissertation takes the form of an empirical study, quantitative or qualitative, conducted by the student on some aspect of Organizational Psychology and Human Resource Management.

Employment relations

This module provides an overview of current developments in employee relations. It considers the influence of employers, employees, trade unions and the state in shaping the employment relationship. Areas covered include the issues of management strategy and strategic choice; flexibility in employment and managing diversity; the reform of

pay determination and performance management; the role of trade unions and the management of conflict; and the role of the state as an employer. The aim of the course is to develop a critical understanding of changing patterns of employee relations.

International human resource management

This module addresses the issues raised by international and comparative Human Resource Management (HRM). It explores the impact of national culture, the debates in the comparative HRM literature and examples of differences in the way HRM is conducted around the world. It also examines how international organisations deal with the extra complexity that operating internationally brings to HRM.

Practices in human resource management

This module is concerned with the practice of human resource management in organisations. It considers issues relating to the links between HRM strategy, policy and practice, highlighting potential models of best practice and barriers to successful implementation, where appropriate.

It discusses HRM policy and practice concerning recruitment and selection, organisational exit, performance management, careers, training and development, job design and reward. It examines employee relations and equal opportunities in the context of their relationship with HRM.

Leadership and human resource management

This module discusses different approaches to managing and leading people at work. In particular two main topics are covered: First, Human Resource Management, which focuses on theory and practice of the management of employment or people in organizations. Second, Leadership, which focuses largely on the management of “soft factors” at work from the perspective of leader and followers and the processes evolving between them.



Continuing Professional Development (CPD)

Many professionals need to update their knowledge by focusing on a particular subject. As a result, our modules are also available on a stand-alone basis for the purposes of CPD (with the exception of 'Organizational analysis', 'Organizational research' and the Dissertation). You can register for a maximum of three modules, which can be studied simultaneously. On successful completion of each module you will receive a University of London certificate. The fee for studying an individual module is £1,090.

If you meet all the necessary entrance requirements you may later apply to register for the MSc and gain credits for the modules you have already passed.



'The tutors and quality of materials on the programme are truly excellent and up-to-date. From discussions with friends and colleagues they go far deeper and challenge much more than many other Masters' programmes out there.'

**Profile: Jane Sendall | MSc
Organizational Psychology graduate, UK**

'When I embarked on the course I wasn't sure where my life would be taking me over the next few years so chose to take the course via the distance learning route. I chose Birkbeck because it seemed to have the highest reputation and credibility in my profession (HR and people development) in the UK. Although an experienced training manager with several qualifications and practical certificates under my belt, I really felt the need to deepen my knowledge of my field and increase my confidence and credibility. I also felt that having an MSc was becoming more important if I wanted to go further in my career.

The tutors and quality of materials on the programme are truly excellent and up-to-date. From discussions with friends and colleagues they go far deeper and challenge much more than many other Masters' programmes out there.

This course has definitely increased and improved my critical and strategic thinking, and given me much more confidence in my work. It has brought me up to date in the key areas of organizational psychology and opened doors in my career path which I previously did not see.'

Jane works for Time Warner.

Entrance requirements and further information

Entrance requirements

Academic

A good honours degree or equivalent, in any subject, from an institution acceptable to the University of London.

AND English language

For all applicants an advanced level of English is required. Applicants may be required to pass, or to have passed within the last three years, at the appropriate level, a test of proficiency in English acceptable to the University of London (e.g. TOEFL, IELTS, GCSE/GCE 'O' level in English).

AND Computing requirements

All students need a PC, regular access to the Internet and a printer (please see our website for details).

Fees

Registration fee	£1,800
Fee per module	£915
Dissertation	£1,830
Total Postgraduate Diploma	£7,290
Total MSc	£10,950

The fees given above refer to the 2012 calendar year only and are subject to annual review (for 2011 fees please visit our website). When you register you can either pay the total amount upfront or pay as you go (a one-off registration fee plus a fee for each module).

If you are taking exams outside London you will have an additional fee to pay to your local examination centre (this fee will vary).

How to apply

For further information on this programme and details on how to apply, please visit:

www.londoninternational.ac.uk/ophrm

If you have any questions or would like information about any of the other programmes we offer, please contact our Information Centre:

Email: enquiries@london.ac.uk

Tel: (0)20 7862 8360/1/2

Key dates

Application deadline:	1 November
Registration deadline:	8 January
Study materials sent out:	January
Programme starts:	February
Essays/mock exam answers submitted for feedback:	1 March–30 August
Exams take place:	October

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UNIVERSITY OF LONDON

INTERNATIONAL PROGRAMMES

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Undergraduate

- Accounting
- Accounting and Finance
- Accounting with Law
- Banking
- Banking and Finance
- Business
- Business Administration
- Computing and Information Systems
- Common Law
- Creative Computing
- Development and Economics
- Divinity
- Economics
- Economics and Finance
- Economics and Management
- English
- Finance
- Geography and Environment
- History
- Information Systems
- Information Systems and Management
- International Development
- International Relations
- Law
- Management
- Management with Law
- Mathematics
- Mathematics and Economics
- Philosophy
- Philosophy, Religion and Ethics
- Politics
- Politics and International Relations
- Social Sciences
- Sociology
- Sociology with Law
- Theology

Postgraduate

- Agricultural Economics
- Applied Educational Leadership and Management
- Applied Environmental Economics
- Banking
- Clinical Trials
- Economic Policy
- Educational and Social Research
- Environmental Management
- Epidemiology
- Finance
- Finance and Financial Law
- Financial Sector Management
- Global Health Policy
- Human Resource Management
- Infectious Diseases
- Information Security
- International Business
- International Management
- International Management (China)
- Law
- Livestock Health and Production
- Managing Rural Development
- Organizational Psychology
- Petroleum Geoscience
- Policy Studies
- Poverty Reduction: Policy and Practice
- Public Financial Management
- Public Health
- Public Management
- Public Policy and Management
- Quantitative Finance
- Sustainable Development
- Veterinary Epidemiology and Public Health