



UNIVERSITY OF  
LIVERPOOL

MSc

# Human Resource Management and Strategic Organisation

## Study mode

Full-time

Part-time

## Duration

12 months

24 months

Apply by: **11 September 2026**

Starts on: **28 September 2026**

## About this course

Our MSc Human Resource Management and Strategic Organisation programme is designed and delivered by leading HR scholars drawing on input from practitioners to equip students with the knowledge and skills valued by top employers now and in the future.

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## Introduction

Learning from active researchers and practitioners, you will apply cutting-edge theory to contemporary HR issues. The programme is suitable for those embarking on a new career in HR as well as experienced HR professionals who want to further develop their knowledge.

Core modules examine international HRM strategy and practice, strategic leadership and organisational change, sustainable workforce planning, evidence-based practice and people analytics, performance management and development, and contemporary HR professionalism. After the completion of these modules, students undertake a final project. They have the choice of either doing a dissertation or an advanced management research project.

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## Who is this course for?

The programme is aimed at those who have not studied to any great depth in this subject area, who seek to develop the required knowledge and skills to pursue a career in people management and HR. The programme may also appeal to those who have some form of HR experience but are looking to develop their career and advance into more senior HR and strategic organisational roles.

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## What you'll learn

- Strategic HR Management: understanding the role and contribution of HRM for organisational performance
  - How to build and sustain a strategic workforce: from job design to recruitment and retention to fair exit practices
  - Leading through change: building leadership capacity for effective organisational performance, innovation and transformation
  - Evidence-based practice and people analytics: how to gather, interpret, and communicate HR data to inform impactful decisions
  - Strategically managing and developing people: performance and reward management, talent management and development, succession planning and diversity
  - The evolving nature of HR: being an effective HR professional across diverse and global contexts; contemporary challenges such as AI, hybrid work, and ethical practice.
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## Accreditation

The University of Liverpool Management School is one of an elite group of institutions worldwide to hold the gold standard 'triple-crown' accreditation from AACSB, AMBA and EQUIS.

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### Accreditation in detail

#### AACSB

AACSB Accreditation Standards require a high quality teaching environment, a commitment to continuous improvement, and curricula responsive to the needs of businesses. This achievement means that the Management School meets specific standards of excellence. It also means it's committed to on-going improvement in delivering high quality education.

## **AMBA**

[AMBA](#) is the highest standard of achievement in postgraduate business education. MBA students and graduates, business schools and employers all recognise it as a gold standard. AMBA's rigorous criteria and assessment process ensure that only programmes that demonstrate the highest standards in teaching, learning and curriculum design; career development and employability; and student, alumni and employer interaction achieve accreditation.

## **EQUIS**

The School is also accredited by [EQUIS](#), which is the leading international system of quality assessment, improvement and accreditation of higher education institutions in management and business administration. Institutions that are accredited by EQUIS must demonstrate not only high general quality in all dimensions of their activities, but also a high degree of internationalisation and corporate connections.

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# Course content

Discover what you'll learn, what you'll study, and how you'll be taught and assessed.

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## Semester one

During the first semester, you will undertake three compulsory modules of 20 credits each (60 credits in total).

### **ULMS786 International HRM Strategy and Practice**

This module will equip students with an overview of the people profession, what it means to be a people professional and the role of strategic Human Resource Management (HRM) in influencing organisational effectiveness, especially within the changing world-of-work. As people professionals, we need to be experts in our knowledge of people, work, and change. An important part of this is having core knowledge of a range of people practices and understanding of how different practices impact each other and work together in an integrated and strategic way. This module will equip students with this knowledge alongside an understanding of HRM strategies and how these can influence motivation, engagement, and well-being of employees. It will also introduce students to HRM practices in contemporary organisations, facilitating reflection on recent trends in the sector and the wider global environment. Drawing on relevant academic literature and organisational practice, this module will also examine how well-being approaches can enable a resilient workforce and healthy working environment. Finally, the module will support students' development of subject specific and key transferable skills necessary for employment in positions related to the management of people and human resources.

### **ULMS700 Strategic Leadership and Organisational Change**

This module will explore how to drive positive change for both organisations and employees, drawing on the roles of leadership and conflict within employment relationships. Beginning with a theoretical and historical overview, students will examine traditional approaches to understanding and managing change and conflict, as well as how to build a case for organisational change, engage people to enable sustained transformation, and manage conflict arising from change. Through this, students will develop skills to innovate and drive change at a sustainable pace, with an awareness of cross-cultural differences and tactics for

handling conflict in various situations. Alongside this, the module will provide a comprehensive understanding of leadership theory and its relevance across diverse business contexts and cultures, highlighting how effective leadership skills and behaviours are crucial to organisational functioning, performance, and innovation. Students will build foundations for effective decision-making, motivation, and awareness of leadership challenges by analysing leadership attributes and skills. Moreover, they will develop interpersonal skills essential to effective leadership, such as communication, situational decision-making, moral-based leadership, and inclusive decision-making. The module will also critically examine the topics of leadership and change alongside broader psychological, sociological, behavioural, and cultural dynamics in contemporary workplaces, equipping students with understanding of how leaders anticipate and respond to evolving organisational environments.

## **ULMS895 Building a Sustainable Workforce**

This module will enable students to analyse and critically evaluate contemporary debates and developments in managing people resources from entry to exit in a sustainable way. It will equip students with the fundamental skills, knowledge, and understanding of sourcing and recruitment as part of Human Resource (HR) planning. The module will begin with an understanding of how HR professionals can attract and recruit individuals globally into the right role at the right time and cost. Students will develop skills in how to use relevant workforce planning data, and technology (e.g., Artificial Intelligence, social media) to tap into diverse candidate pools. The module emphasises the importance of ethical awareness in decision-making, focusing on diversity and fairness regarding the candidate experience of the recruitment process. It will further expose students to the need for resourcing activities to be focused on understanding the candidate experience, designing effective assessment and selection approaches, e.g. interviews, assessment centres, situational judgement tests etc. and, overall, how to make effective recruitment decisions. Students will learn about the major features of international employment markets from which organisations source staff, assess the values of different sourcing channels, and how these markets evolve or change. Students will then learn how to use workforce data, succession, and contingency planning tools to understand how to attract, manage and retain talent vis-à-vis current and future capability needs and globalised talent pools. Students will learn about job design and analysis, induction and socialisation processes, and the role of employer branding to understand managing people resources. Finally, the module will conclude with a discussion on retirement, dismissal, redundancy, and grievances

## **Semester two**

During the second semester, you will undertake three compulsory modules of 20 credits each (60 credits in total).

### **ULMS875 Evidence-Based Practice and People Analytics**

In a globalised and rapidly changing business context, where talent is crucial to long term success, the ability to make informed evidence-based and data-driven decisions in relation to human resources (HR) and people management is a fundamental requirement. To make such decisions and to be able to persuade stakeholders to trust their decisions or advice, practitioners need to be equipped with evidence-based decision-making skills as well as people analytics and effective communication skills. This module aims to build on the theoretical foundations of the programme and develop core knowledge and skills to enable students to become highly credible and impactful people professionals. This module will equip students with the understanding and insight required as people professionals to identify, gather, synthesise, analyse, interpret, report and present people management-related data that can aid insightful and evidence-based decision making. The module will provide students with the skills and insight required to enable the exploration of people management issues and problems in a methodical and ethical way, using data and analytics to shape evidence-based solutions. Approaches will involve analysis, interpretation, and presentation of people data in a meaningful way to different stakeholders. Moreover, the module will prepare students to clearly communicate evidence-based decisions and findings to the wider practitioner community and society, contributing to reducing the gap between academic research and practice, thereby enhancing evidence-based practice.

### **ULMS522 Managing Performance and Developing People**

This module will provide students with an understanding of the role that managing performance, rewards, learning, training and development play in achieving desirable organisational, group and individual outcomes. The module draws upon the latest evidence-based knowledge, trends and practice to equip students with the ability to critically understand, evaluate and apply theories, concepts and tools relating to performance management, rewards, organisational, group and individual performance and learning (online and face-

to-face), training design and delivery, succession planning, organisational development and individual professional development. Students will gain an appreciation for how performance management and human resource (HR) development initiatives are crucial for enacting organisational strategy and enabling innovation. The module will also consider recent trends in the sector and wider environment, including international perspectives. It will also reflect on the role of current and future technology including artificial intelligence and people analytics and their impact on the workforce and people practices.

## **ULMS794 The Contemporary People Professional**

The contemporary people professional is increasingly required to recognise and make strategic decisions in new, complex, dynamic, and ambiguous situations. In an interconnected world of business, this is even more challenging. This module helps students to develop the knowledge and skills required to engage effectively with contemporary and emerging issues by placing ethical and sustainable values at the heart of people management. It is designed to equip students with the tools and skills to critically and reflexively examine and develop their professional selves, with particular reference to their responsibilities for managing people. Further, students will be enabled to reflect critically on the ethical nature of business and people management as well as on their personal values and their own role as ethical agents in the organisation. Grounded in an understanding of the importance of creating an inclusive and safe work environment, this module helps student develop an inclusive mindset to ensure their people practices are effective in diverse contexts, including in international business. In sum, the module aims to help students create the understanding and awareness, skill sets, and professionalism required for being highly sought after people professionals in the world of business

Programme details and modules listed are illustrative only and subject to change.

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## **Final project**

For your final project, you'll select one optional module from the options below:

### **Choose one:**

## **ULMS719 Advanced Management Research**

This optional module provides students with the opportunity to develop knowledge and understanding of the multi-level processes involved in organisational and managerial practices, with a focus on business analysis, strategic decision-making, and practical application. The module includes common training in data analysis, research, and proposal development, equipping students with the essential skills to undertake in-depth investigations and present information coherently to support recommended courses of action. Students will have the flexibility to pursue one of several project options: business planning, consultancy reports, industry analysis or empirical investigation. The individual assignment allows students to critically evaluate and synthesise relevant theories, models, and practices of management, applying them to a specific area of research within their MSc programme.

## **ULMS790 Dissertation**

Students conduct a substantive academically oriented research project in human resource management based on a case, organisation, or context of their choice

Programme details and modules listed are illustrative only and subject to change.

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## **Teaching and assessment**

### **How you'll learn**

Modules are taught using the latest active learning techniques including business simulations, real-world case studies, social media and lectures.

The principal forms of teaching are lectures and seminars with lectures normally being supported by material such as hand-outs and presentations. Seminars give the opportunity for detailed discussion of a topic under the direction of a tutor. You are normally expected to prepare work in advance for seminars and may be expected to present work or give presentations.

In addition, this course offers an enhanced programme of events and activities such as guest speaker series, employability sessions, mock assessment centre, simulation exercises etc.

Following semester two you will complete the Human Resource Management Research Project with the support of an academic supervisor.

### **How you're assessed**



In semesters one and two, you will take modules totalling 120 credits. The project completed during the summer period is worth 60 credits and students will be supported by their academic supervisor.

Students are required to complete 180 credits to achieve a full MSc.

Subject to meeting specific criteria outlined by the University, students will graduate with a Pass, Merit or Distinction.

Assessment tasks are varied and some may be designed specifically to meet the learning outcomes of a particular programme of study, but students can expect to be assessed via coursework, essay, group work, presentations, case studies, negotiation exercises, reports and examinations. The weighting of individual components will vary from one module to another. All assessment information is included within the module specification.

## Liverpool Hallmarks

We have a distinctive approach to education, the Liverpool Curriculum Framework, which focuses on research-connected teaching, active learning, and authentic assessment to ensure our students graduate as digitally fluent and confident global citizens.

The Liverpool Curriculum framework sets out our distinctive approach to education. Our teaching staff support our students to develop academic knowledge, skills, and understanding alongside our **graduate attributes**:

- Digital fluency
- Confidence
- Global citizenship

Our curriculum is characterised by the three **Liverpool Hallmarks**:

- Research-connected teaching
- Active learning
- Authentic assessment

All this is underpinned by our core value of **inclusivity** and commitment to providing a curriculum that is accessible to all students.

# Careers and employability

Programme graduates should have enhanced access to a wide range of managerial positions in the international arena.

You'll be equipped with the knowledge, skills, awareness and confidence to achieve roles within the Human Resource Management function of large public and private sector organisations, smaller organisations, and professional partnerships.

Within 12 months of graduation, alumni are employed holding roles such as:

- People and Culture Manager
- Human Resources Executive
- Recruitment Consultant
- NHS Graduate Management Trainee.

Recent employers include NHS, University of Nottingham, HelloFresh, University of Warwick, Trent and Riverside. Employment locations include the UK, India and Gibraltar.

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## Career support from day one to graduation and beyond

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### Career planning

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### From education to employment

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### Networking events

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# Fees and funding

Your tuition fees, funding your studies, and other costs to consider.

## Tuition fees

### UK fees (applies to Channel Islands, Isle of Man and Republic of Ireland)

Full-time place, per year – £15,000

Part-time place, per year – £7,500

### International fees

Full-time place, per year – £30,000

Part-time place, per year – £15,000

Tuition fees are for the academic year 2026/27.

Tuition fees cover the cost of your teaching and assessment, operating facilities such as libraries, IT equipment, and access to academic and personal support.

- You can pay your tuition fees in instalments.
- All or part of your tuition fees can be funded by external sponsorship.
- International applicants who accept an offer of a place will need to pay a tuition fee deposit.

If you're a UK national, or have settled status in the UK, you may be eligible to apply for a Postgraduate Loan worth up to £12,167 to help with course fees and living costs. **Learn more about paying for your studies.**

## Additional costs

We understand that budgeting for your time at university is important, and we want to make sure you understand any course-related costs that are not covered by your tuition fee. This could include buying a laptop, books, or stationery.

Find out more about the additional study costs that may apply to this course.

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# Entry requirements

The qualifications and exam results you'll need to apply for this course.

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## Postgraduate entry requirements

We accept a 2:2 honours degree from a UK university, or an equivalent academic qualification from a similar non-UK institution. This degree can be in any subject discipline. Non-graduates with very extensive professional experience and/or other prior qualifications may also be considered.

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## International qualifications

Select your country or region to view specific entry requirements.

Many countries have a different education system to that of the UK, meaning your qualifications may not meet our entry requirements. Completing your Foundation Certificate, such as that offered by the [University of Liverpool International College](#), means you're guaranteed a place on your chosen course.

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# English language requirements

You'll need to demonstrate competence in the use of English language, unless you're from a [majority English speaking country](#).

We accept a variety of [international language tests](#) and [country-specific qualifications](#).

International applicants who do not meet the minimum required standard of English language can complete one of our [Pre-Sessional English courses](#) to achieve the required level.

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## IELTS

6.5 overall, with no component below 6.0

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## **TOEFL iBT**

88 overall, with minimum scores of listening 19, writing 19, reading 19 and speaking 20. TOEFL Home Edition not accepted.

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## **Duolingo English Test**

125 overall, with writing not less than 125, speaking and reading not less than 115, and listening not below 110. For academic year 2025/26 only, we will also accept the production, literacy, comprehension and conversation score set: 120 overall, with no component below 105.

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## **Pearson PTE Academic**

61 overall, with no component below 59

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## **LanguageCert Academic**

70 overall, with no skill below 65

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## **PSI Skills for English**

B2 Pass with Merit in all bands

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## **INDIA Standard XII**

National Curriculum (CBSE/ISC) – 75% and above in English. Accepted State Boards – 80% and above in English.

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## **WAEC**

C6 or above

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## **Pre-sessional English**

Do you need to complete a Pre-sessional English course to meet the English language requirements for this course?

The length of Pre-sessional English course you'll need to take depends on your current level of English language ability.

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## Pre-sessional English in detail

If you don't meet our English language requirements, we can use your most recent IELTS score, or [the equivalent score in selected other English language tests](#), to determine the length of Pre-sessional English course you require.

Use the table below to check the course length you're likely to require for your current English language ability and see whether the course is available on campus or online.

Your most recent IELTS score	Pre-sessional English course length	On campus or online
6.0 overall, with no component below 6.0	6 weeks	On campus
6.0 overall, with no component below 5.5	10 weeks	On campus and online options available
6.0 overall, with no more than one component below 5.5, and no component below 5.0	12 weeks	On campus and online options available
5.5 overall, with no more than one component below 5.5, and no component below 5.0	20 weeks	On campus
5.0 overall, with no more than one component below 5.0, and no component below 4.5	30 weeks	On campus
4.5 overall, with no more than one component below 4.5, and no component below 4.0	40 weeks	On campus

If you've completed an alternative English language test to IELTS, we may be able to use this to assess your English language ability and determine the Pre-sessional English course length you require.

Please see our guide to [Pre-sessional English entry requirements](#) for IELTS 6.5 overall, with no component below 6.0, for further details.

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