



Postgraduate Diploma in Human Resources and Talent Development

MQF/EQF Level 7

Course Outline

Duration: 9 months

Overall Course Objectives

The learning outcomes presented below have been defined in line with the descriptors for the Level 7 of the Malta Qualification Framework.

Knowledge:

- Has comprehensive specialised knowledge and understanding of how cultural, economic, political, and technological frameworks affect management practices and how they can be managed effectively;
- Identifies and evaluates theoretical approaches necessary for planning and decision-making in business. These include ideas that support the modelling and management of the decisions across the broad range of functional areas;
- Has relevant knowledge of organisations, and their role in pursuing sustainable business in the context in which they operate and how they are managed in compliance with codes of ethics and Corporate Social Responsibility;
- Has a comprehensive and critical understanding of the principal current research issues in management.

Skills:

- Performs critical evaluation and analysis of business environment and of the main concepts, structures and approaches of strategic business management with incomplete or limited information;
- Demonstrates capability in using specialised skills to make decisions and create global strategies in different business operations, digital transformation, and finance in order to adapt to fast-changing business environment;
- Demonstrates leadership skills necessary to empower, inspire and manage teams, innovation and creative problem-solving while managing a business;
- Develops new skills in response to emerging knowledge and techniques in the domain of business management including digital skills and use of modern technologies;
- Demonstrates capability in using knowledge and skills of management to conduct research, taking into account the need for synthesis, setting objectives, methodological process and application of strategies;
- Develops an ability to identify and assess risks relating to the business, digital and financial environment and to design strategies to mitigate specific managerial risks;
- Monitors and maintains compliance with appropriate business regulations and formulates practical responses to the legal and external environment challenges associated with operating a business;
- Demonstrates capability in using data referring to business analytics to better forecast and execute business strategies and operations;
- Demonstrates specialised knowledge of management that includes reflecting on social and ethical responsibilities linked to execution of the managerial function;
- Demonstrates capability in using knowledge and skills of management to conduct research within a specific industry or functional area of a personal professional interest, taking into account the need for synthesis, setting objectives, methodological process and application of strategies.

Competencies:

- Demonstrates the ability to respond to the main political, economic, social, and technological variables and to formulate the priorities and strategies necessary for an organisation to succeed considering the global outlook and trends;
- Manages business projects by establishing a global vision that incorporates every facet of business development and constructs innovation and cultural diversity as an advantage in business contexts that are complex and unpredictable and require new strategic approaches;
- Is accountable for managing people and practicing management with commitment to democratic values and sustainability adopting the practices based on learning, service and social inclusion;
- Demonstrates autonomy in the direction of personal development and lifelong learning applicable to the business environment;
- Engages in critical analysis in the area of management and demonstrates independent thought, evaluation and problem-solving underpinned by evidence-based arguments;
- Takes responsibility for contributing to professional knowledge in management or a specific industry/functional area of a personal professional interest by identifying an existing business problem and by conducting original research.

COURSE OUTLINE

Strategic Human Resource Management

This unit provides students with comprehensive approaches to manage the human resource strategically and effectively and covers the concepts, techniques and challenges facing organisations as they relate to the process of effective people management. The unit introduces students to strategic human resource management as a field of theoretical study and of professional practice. It discusses the strategic and managerial roles of human resource management in an organisation, all of which must be understood for a successful career in this field. Upon completion of this unit, students will gain a practical knowledge of human resources strategy and the role of the HR practitioner as strategic partner to the business and will be able to develop effective policies, with regard to strategic HRM, with appropriate sensitivity and responsiveness to the current circumstances within the organisation.

Competencies

- Demonstrate autonomy in contributing effectively to contemporary organisations in terms of awareness of the complexity and importance of strategic human resource management;
- Create a research-based diagnosis to problems in strategic HRM by integrating knowledge from other fields of management science and by evaluating the significance of empirical evidence in understanding strategic HRM issues;
- Manage people in organisations and demonstrates the ability to respond to the fast-changing labour markets environment.

International Perspectives on Employee Relations

This unit explores issues of regulation of the employment relationship. The role of the state, employers and trade unions in employee relations systems are central to this unit. Comparisons are made across different institutional and national contexts. Contemporary employee relations issues (such as those related to the “Gig Economy”) are addressed, which may include supranational influences such as the ILO and labour standards. Upon completion of the unit, students will demonstrate specialised problem-solving skills required to adapt organisational and HR strategies and practices to existing and emerging government policies and regulations in the area of employee relations.

Competencies

- Manage people adhering to the principles and regulations of employee relations and demonstrate the ability to respond to the fast-changing employment markets environment;
- Be accountable and responsible for adapting organisational and HR strategies and practices to existing and emerging policies and regulations in the area of employee relations in those countries where the organisation operates;
- Create a research-based diagnosis to problems in employee relations by integrating knowledge from law, economics, and international business fields and take responsibility for solving complex problems associated with management of the employment relationship in international organisations.

Talent Development and Management

This unit covers the building blocks organisations use to manage talent management strategies. Students will learn how to create an organisational environment that enables people to thrive and will explore the major facets of talent management from developing core competencies to assessing and developing talent, and to driving employee engagement and retention. Upon completion of the unit, students will demonstrate specialised problem-solving skills needed to meet strategic business objectives by maximising people's potential and performance through well-designed talent management approaches.

Competencies

- Manage and transform professional contexts that are complex and unpredictable and require new strategic approaches by using talent management principles to maximise people's potential and performance at work;
- Manage people and projects that require professionals with specific skills by using talent management strategies to attract, engage, develop, and retain global talent and to respond to the fast-changing global labour market environment;
- Create a research-based diagnosis to problems in people management and organisational performance by integrating knowledge from interdisciplinary fields such as strategic management, finance, and human resources management and make judgements on people engagement and performance with incomplete or limited information.

Diversity Management and Global Workplace Inclusion

This unit provides a comprehensive overview of diversity and inclusion (D&I) in the workplace, through the discussion of the many dimensions of diversity and the introduction of a consistent and effective framework that could be used to foster inclusion in the business environment. The unit also helps to understand that people belong to different age groups, races and ethnicities, are of different genders and have different sexual orientation, besides leading, managing, thinking, and learning in diverse ways. Upon completion of the unit, students will demonstrate specialised knowledge of diversity & inclusion that includes reflecting on social and ethical responsibilities linked to the application of that knowledge in managing human resources in multinational organisations and an ability to develop work environments that appropriately value, support and engage all employees.

Competencies

- Manage people appraising current perspectives on the relationships among diversity and inclusion in global organisations and demonstrate the ability to respond to the multiple types of diversity affecting organisations, including racial, gender, cultural, socio-economic, and generational diversity;
- Manage and transform work or study contexts that require solutions to organisational problems associated with ensuring full participation of many diverse participants;
- Take responsibility for reviewing the strategic performance of diverse teams by applying various strategies for building bridges between diverse groups within the workforce for more productive working relationships.

Digital HR Tech and Tools

HR is not exempt from being affected by business digital transformation processes. Unprecedented and fast innovation in HR technology provides digital solutions that increase and enable customisation, underpin predictive analytics, and redefine traditional HR approaches. This unit provides students with the knowledge and skills needed to be a driver of HR's digital transformation and to build a career as a future-forward and innovative HR manager. Upon completion of the unit students will demonstrate capability in using knowledge and skills of digital HR to adapt to the fast-changing work environment and to manage people efficiently by developing a digital HR strategy and by performing critical evaluation and analysis on how HR needs to adopt new capabilities, new skills, and a new perception of what will make people productive in the future.

Competencies

- Take responsibility for contributing to professional knowledge by being a driver of HR's digital transformation in an organisation;
- Manage human resources by demonstrating the ability to respond to digital transformation processes and the fast-changing work environment trends and tendencies;
- Has the learning skills to allow continuation to study digital HR and new emerging digital HR tools in a manner that may be largely self-directed or autonomous.

Digital Transformation, Innovation and Technology

This unit will equip students with a fundamental knowledge of the new digital economy and will provide an understanding of how the digital economy is shaping strategic options for managers, including the new technological driving forces, digitalisation, and the new challenges. Students will analyse the impact of digital transformation on society and businesses and assess to what extent technology can be used to create meaningful and positive innovative solutions to different issues. Upon completion of the unit, students will have knowledge and skills of digital transformation, innovation and technology and will be able to find solutions to the challenges of leading and managing innovative and transformational processes in modern organisations.

Competencies

- Manage and transform work contexts that are complex and unpredictable and require new strategic approaches based on innovation and digital transformation, understanding of technology, and analysis of internal and external environment;
- Demonstrate the ability to respond to the fast-changing business environment by analysing emerging and disrupting technologies and by having a vision to detect technologies that are yet in an early maturity stage but have a potential to become disruptive;
- Demonstrate autonomy in the direction of learning of digitalisation and innovation processes by conducting independent research and analysis of economic data, articles, news, and expert opinions.

Effective Teamwork and Project Management

This unit focuses on the issues surrounding the management of teams and projects. This is achieved by providing a specialised knowledge of organisational behaviour and factors that influence people's behaviour at work and how these factors link to performance in projects. The unit discusses an integrated approach to managing teams and projects as well as explores both technical and managerial challenges. Upon completion of the unit students will demonstrate capability in analysing workplace scenarios with the purpose to improve workforce and organisational performance and will develop applied project management skills and an ability to plan, implement, manage, and successfully achieve project objectives.

Competencies

- Take responsibility for transforming work or study contexts by leveraging individual differences, group dynamics and organisational culture and design and by balancing multiple objectives in ways that are accountable and achievable;
- Take responsibility for adapting the management of people and projects reflecting on the dynamic nature of the environment in which one operates;
- Effectively manage teams and projects and demonstrate the ability to respond to the fast-changing business environment when managing project risks, project execution, and project control.

Final Project (Capstone)

A Final Project (Capstone) is a multifaceted assignment that serves as a culminating academic and intellectual experience for Master students. Students take what they have learned throughout the course of their Master's programme and apply it to examine a specific idea/problem within their area of specialisation. A Final Project involves the identification of an existing problem in a real-world setting and the application of learned skills and methods to develop a solution that addresses the problem directly. There are several options among which students can choose for developing their Final Project: either it may be geared toward research or may be more oriented toward problem-solving. Solutions offered by students are usually interactive and realistic, meaning they can be implemented and used either in professional life or in further research and study.

Competencies

- Create a research-based diagnosis to problems by integrating knowledge from new or interdisciplinary fields and make judgements with incomplete or limited information;
- Take responsibility for contributing to professional knowledge in a specific industry or functional area of a personal professional interest by identifying an existing business management problem and by developing theoretical approaches to possible solutions;
- Demonstrate autonomy in the direction of learning and a high level of understanding of learning processes in a specific industry or functional area of a personal professional interest;
- Have the business research skills to allow continuation to study a specific business management problem in a manner that may be largely self-directed or autonomous.