

**The University of Leeds**  
**EXTERNAL EXAMINER'S REPORT**

ACADEMIC YEAR: 2013– 2014

**Part A: General Information**

**Subject area and awards being examined**

Faculty / School of:	Leeds University Business School
Subject(s):	<i>MA Human Resource Management; MA Diversity management; MSc management MSC Business Management; MBA Full-Time; Executive MBA; MSc International Business</i>
Programme(s) / Module(s):	LUBS: 5335M Industrial relations; 5360M Gender and Equality at Work; 5750M/ 5802M Organising and Managing Performance; 5240 HRM International perspective; 5325 Employment Law; 5337 Global perspectives on HRM; HRM/DM Dissertation; 5241 HRM an international perspective; 5307 HRM Research Methods; 5315 Occupational Psychology; 5320 training and development; 5330/5760 Human Resource Management; 5365 Diversity management
Awards (e.g. BA/BSc/MSc etc):	MA, MSc, MBA

**Name and home Institution / affiliation of Examiner**

**Completed report**

The completed report should be attached to an e-mail and sent as soon as possible, and no later than six weeks after the relevant meeting of the Board of Examiners, to [exexadmin@leeds.ac.uk](mailto:exexadmin@leeds.ac.uk).

Alternatively you can post your report to: **Head of Quality Assurance**  
Room 12:81, EC Stoner Building  
The University of Leeds, Leeds LS2 9JT

**Part B: Comments for the Institution on the Examination Process and Standards**

**Matters for Urgent Attention**

*If there are any areas which you think require urgent attention before the programme is offered again please note them in this box*

None

**Only applicable in first year of appointment**

*Were you provided with copies of previous relevant External Examiners' reports and the response of the School to these?*

Yes the report for 2012 2013

**For Examiners completing their term of appointment**

*Please comment on your experience of the programme(s) over the period of your appointment, remarking in particular on changes from year to year and the progressive development and enhancement of the learning and teaching provision, on standards achieved, on marking and assessment and the procedures of the School*

N/A

## Standards

1. **Please indicate the extent to which the programme Aims and Intended Learning Outcomes (ILOs) were commensurate with the level of the award**
- *The appropriateness of the Intended Learning Outcomes for the programme(s)/modules and of the structure and content of the programme(s);*
  - *The extent to which standards are appropriate for the award or award element under consideration.*

The standards were appropriate for Masters level with module aims more than adequately meeting programme objectives

2. **Did the Aims and ILOs meet the expectations of the national subject benchmark (where relevant)?**
- *The comparability of the programme(s) with similar programme(s) at other institutions and against national benchmarks and the Framework for Higher Education Qualifications.*

The programmes fully met national benchmarks for comparable programmes with which I am acquainted as well as meeting standards set by the accrediting bodies such as the Chartered Institute of Personnel Development (CIPD)

3. **Please comment on the assessment methods and the appropriateness of these to the ILOs**
- *The design and structure of the assessment methods, and the arrangements for the marking of modules and the classification of awards;*
  - *The quality of teaching, learning and assessment methods that may be indicated by student performance.*

There were a range of appropriate and challenging assessments which reflected different pedagogical approaches and learning styles. Teaching quality appeared to be of a very good standard

4. **Were students given adequate opportunity to demonstrate their achievement of the Aims and ILOs?**
- *The academic standards demonstrated by the students and, where possible, their performance in relation to students on comparable courses;*
  - *The strengths and weaknesses of the students as a cohort.*

Student performance was generally very good with high performing candidates emerging across the modules under consideration.

5. **For Examiners responsible for programmes that include clinical practice components, please comment on the learning and assessment of practice components of the curriculum**

N/A

6. **Please comment on the nature and effectiveness of enhancements to the programme(s) and modules since the previous year**

*It would be particularly helpful if you could also identify areas of good practice which are worthy of wider dissemination.*

N/A

7. **Please comment on the influence of research on the curriculum and learning and teaching**
- This may include examples of curriculum design informed by current research in the subject; practice informed by research; students undertaking research.*

It is clear that all the modules considered benefitted from the input of research active staff and given priority. Most of the faculty involved in the modules under review are leading researchers in their own right which is likely to enhance the quality of the teaching and learning experience for students

8. **Where the programme forms part of an Integrated PhD, please comment on the appropriateness of the programme as training for a PhD**

N/A

## For Examiners involved in mentoring arrangements

9. If you have acted as a mentor to a new External Examiner or have received mentor support please comment here on the arrangements

N/A

## The Examination/Assessment Process

10. The University and its Schools provide guidance for External Examiners as to their roles, powers and responsibilities. Please indicate whether this material was sufficient for you to act effectively as an External Examiner.

*Whether External Examiners have sufficient access to the material needed to make the required judgements and whether they are encouraged to request additional information.*

Yes

11. Did you receive appropriate documentation relating to the programmes and/or parts of programmes for which you have responsibility, e.g. programme specifications or module handbooks, marking criteria?

*The coherence of the policies and procedures relating to External Examiners and whether they match the explicit roles they are asked to perform.*

Yes

12. Were you provided with all draft examination papers/assessments? Was the nature and level of the questions appropriate? If not, were suitable arrangements made to consider your comments?

Yes

13. Was sufficient assessed / examined work made available to enable you to have confidence in your evaluation of the standard of student work? Were the scripts clearly marked/annotated?

Yes

14. Was the choice of subjects for dissertations appropriate? Was the method and standard of assessment appropriate?

Yes

15. Were the administrative arrangements satisfactory for the whole process, including the operation of the Board of Examiners? Were you able to attend the meeting? Were you satisfied with the recommendations of the Board?

Yes

16. Were appropriate procedures in place to give due consideration to mitigating circumstances and medical evidence?

Yes

## Other comments

**Please use this box if you wish to make any further comments not covered elsewhere on the form**

This is my first year as External examiner at Leeds. The range of modules across the post-graduate programmes I examined suggest that the quality of the modules and teaching was of a very good standard at the level which would be expected for a leading business school.

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***Tuesday, June 23, 2015***

Dear <>

Thank you for acting as external examiner for the LUBS MA in HRM and Diversity Management programmes. We have very much valued your input into the programmes through your comments on assessments, through your reports and through your participation in the exam boards.

Thanks for your comments on the examination process and standards. I'm very pleased to see that there are no immediate matters to attend to and that throughout the term of your appointment you have found marking to be consistent and standards to be high.

The programme team aims to deliver MA degrees that are academically rigorous and of a high standard. We seek to maintain standards in the delivery and assessment of our programmes and to develop them in innovative ways. It is very reassuring to see comments to suggest that we have been doing this well throughout the term that you have been an examiner.

Many thanks again for your scrutiny of and input to the MA programmes. We look forward to working with you during your term as external examiner.

Yours Sincerely,

<>

Dean, Leeds University Business School