

**The University of Leeds**  
**EXTERNAL EXAMINER'S REPORT**  
**ACADEMIC YEAR: 2015– 2016**

**Part A: General Information****Subject area and awards being examined**

Faculty / School of:	Leeds University Business School
Subject(s):	<i>MA Human Resource Management PT; MA Human Resource Management FT; MA Diversity management</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*

N/A

**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?*

N/A

**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*

First I would praise the work on the administrators in doing an excellent job of providing me with appropriate samples of work, assessments and so on in a timely and appropriate manner and dealing with any queries that may have arisen. It has been a useful and interesting experience working as External Examiner for the Leeds University Business School. Both academic and administrative staff have been very supportive and well organised. LUBS has some very good and interesting modules in the HRM and employment relations field. There has been a consistently good and fair standard of marking and appropriate feedback to students. Most of the modules really do engage students in a critical manner and I have seen some excellent work from the students achieving some very good performances. The exam boards are well run, efficient and conducted in an appropriate manner.

## 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 learning outcomes, structure and content of all the modules and relevant programmes were commensurate for Masters level awards

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.*

In my view the modules and programmes fully met national benchmarks for comparable programmes with which I am familiar as well as meeting standards set by nationally recognised 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.*

As in this year and previous years in which I have acted as external there was a good range of appropriate and challenging assessments which reflected different pedagogical approaches and learning styles, suggesting that teaching quality was of a high 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.*

The academic standards that were achieved by students were of a very good general standard, a good number of high performing candidates also emerged 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.*

Most of the faculty involved in the modules under review are leading researchers in their respective fields and there seems little doubt that this enhances the quality of the teaching and learning experience for students. All the modules I considered benefitted from the input of research active staff.

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

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.*

I was very satisfied with the range of material sent to me

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.*

All the necessary materials were provided

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 draft papers were provided, generally very good in terms of standards requiring usually only minor comments

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 this was perfectly adequate for my role and the scripts were clearly annotated

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

Yes and the standards were appropriate

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 I was able to attend and was very satisfied with the way the meeting was carried out

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

Yes this was very thorough

Other comments

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

None

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31st March 2017

Dear <<>>

Thank you very much for your Examiner's Report for the MA Human Resource Management.

We are very pleased with your comments on our programme. In particular, your comment that you feel that the quality of research active staff in the Division enhances the quality of the teaching and learning experience for students.

It is noted that you did not raise any concerns about the form or standard of assessment.

On behalf of the Division may I again thank you for your suggestions and comments. We greatly appreciate the assistance you have given to us.

As this is your last year and final report, I would also like to thank you for your term as external examiner and the contribution you have made to the programme.

Yours sincerely,

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**Dean**

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