

## CERTIFICATE OF VALIDATION

New validation

Validation Process: **Revalidation**

|                           |                        |
|---------------------------|------------------------|
| <b>Provider Name</b>      | Dublin Business School |
| <b>Date of Validation</b> | 09-Apr-26              |

|                            | <b>Code</b> | <b>Title</b>   | <b>Award</b>   | <b>Exit Only</b> |
|----------------------------|-------------|--|--|------------------|
| <b>Principal Programme</b> | PG26612     | Master of Science in Human Resource Management               | Master of Science (Masters Degree at NFQ Level 9) 9M23165 90 credits                     | N/A              |
| <b>Embedded Programme</b>  | PG26613     | Postgraduate Diploma in Science in Human Resource Management | Postgraduate Diploma in Science (Postgraduate Diploma at NFQ Level 9) 9M23161 60 credits | Yes              |
| <b>Embedded Programme</b>  | PG26614     | Certificate in Human Resource Management                     | Certificate (Minor Award at NFQ Level 9) 9H23163 30 credits                              | Yes              |

|                           |                     |                    |
|---------------------------|---------------------|--------------------|
|                           | <b>First Intake</b> | <b>Last Intake</b> |
| <b>Enrolment Interval</b> | Sep-26              | Aug-31             |

### Principal Programme

|                                     | <b>Full Time</b> | <b>Part Time</b> | <b>Delivery Mode: full-time / part-time</b> |
|-------------------------------------|------------------|------------------|---|
| <b>Intakes per Annum:</b>           | 3                | 3                | Full Time, Part Time                        |
| <b>Minimum Learners per Intake:</b> | 5                | 5                |   |
| <b>Maximum Learners per Intake:</b> | 150              | 150              |   |
| <b>Duration (months)</b>            | 12               | 24               |   |

## Target Learner Groups

The Master of Science in Human Resource Management programme is aimed at learners who wish to specialise in the field of human resource management with a view to entering industry, advancing in the industry, or moving to a management level. It will also be of interest to learners who have completed their undergraduate degree in business and wish to specialise in this area.

Learners will achieve advanced strategic capabilities, enabling them to design and implement HR policies that align directly with organisational goals and respond effectively to dynamic business challenges. Learners will also develop advanced expertise in key HR domains, including talent management, employee relations, organisational development, ethical decision-making, and HR analytics, with a strong emphasis on using data to support evidence-based practice. Ultimately, learners develop the leadership and critical thinking skills required to drive positive workplace culture, manage change effectively, and contribute significantly to sustainable business performance.

The level of interest on the full-time programme remains positive and steady (please see Section 3 of the accompanying Programme Review Report for quantitative data). Dublin Business School has a strong tradition and popularity with international learners. This is due to multiple factors including but not limited to reputation in the industry, a practical skills focus of the Master of Science in Human Resource Management programme, and the opportunity to study at the city centre-based campuses. Given the nature of the programme and the entry requirements, the majority of the learners enrolled on the Master of Science in Human Resource Management are between 23-30 years old. Nationality data from the latest revalidation cycle indicates that the majority of learners were of Asian origin, rising from 75% in the 2021/22 cohort to 84% in the 2024/25 cohort.

Notably, part-time applications led to insufficient enrolment numbers to sustain a part-time delivery of this programme during the previous validation cycle. While this trend is common for programmes of this nature, it is hoped that these figures will increase from 2025 with the part-time delivery option offered mostly online to expand accessibility for prospective students beyond the Dublin area. The Master of Science in Human Resource Management as a qualification in its own right is highly likely to maintain its popularity, particularly with the proposed revisions to the programme.

According to HEA (2023), programmes in the areas of Business, Administration, and Law remain the most popular among higher education students in Ireland.

It can be expected that international learners, especially from Asia, will constitute the majority of learners on the Master of Science in Human Resource Management every year, and that DBS should continue to offer the qualification until evidence emerges to indicate a decision is required to discontinue the programme. It is also acknowledged that the programme relies heavily on its student intake from Asia, creating a potential vulnerability due to its dependence on a single region.

In terms of admission requirements, the Master of Science in Human Resource Management is aimed at learners with any of the following entry qualifications:

- A minimum second-class second-division (2.2) honours bachelor's degree or Higher Diploma in a cognate area. Cognate subjects include HR, marketing, law, management or another related business discipline.
- A minimum second-class second-division (2.2) honours undergraduate bachelor degree or Higher Diploma in a non-cognate area plus 3–5 years' professional experience in a related field.
- Applicants who do not have a Level 8 qualification and who have at least 3 years' work experience may also be considered through the College's normal RPL procedures. Relevant professional experience will be taken into account and individuals will be assessed on a case-by-case basis through DBS RPL procedures.

Other Requirements:

International applicants whose first language is not English and who have not previously undertaken a degree taught in English must provide evidence of proficiency in English language equivalent to B2+ or above on the Common European Framework of Reference for Languages (CEFR). This must be evidenced through a recognised English Language test such as IELTS, Cambridge Certificate, PTA or DBS English Assessment. Test certificates should be dated within the last two years to be considered valid. An interview and/or GMAT examination may be required for RPL applicants who do not hold a primary undergraduate honours bachelor degree (Level 8) with a minimum of second class second division classification, or equivalent qualification.

## Brief Synopsis of the Programmes

The Master of Science in Human Resource Management programme (90 ECTS, NFQ level 9) has been offered at DBS since 2021. The programme is designed subject to the QQI Science Awards Standards. It is a one-year, full-time or two-year, part-time programme of 10 taught modules (65 ECTS) plus a Dissertation Capstone (25 ECTS) totalling 90 ECTS. If learners do not complete the full Master of Science in Human Resource Management, they may also exit with a Postgraduate Diploma in Human Resource Management after having successfully completed 60 ECTS or a Certificate in Human Resource Management after having successfully completed 30 ECTS. In addition, the programme is accredited by the Chartered Institute of Personnel and Development (CIPD). The programme aligns with the professional body's rigorous standards and ensures its content is current and industry-relevant. The CIPD is the leading professional body for HR and people development.

This programme is designed to cultivate strategic HR leaders ready for the complexities of the modern private and public sectors. As technology, data analytics, and evolving work structures continually redefine the workplace, HRM functions as a critical, multidisciplinary strategic partner.

The programme builds deep expertise in essential areas including contemporary employment law, ethical decision making, embedding DEI principles, leveraging predictive people analytics, managing talent in hybrid environments, and understanding organisational behaviour, empowering graduates to drive strategy and navigate digital transformation effectively.

On the full-time delivery of the programme, semester one focuses on establishing a robust core understanding of HR principles. Students begin with essential topics such as Applied Diversity, Equity, and Inclusion, and Employment Law, which provide a critical understanding of the legal and ethical landscape of HR. The curriculum also introduces fundamental skills in strategic talent management and people analytics, which are crucial for data-driven decision-making in modern HR. The inclusion of Research Methods 1 ensures that learners learn the research skills needed for the programme and their future research.

Building on the groundwork from semester one, semester two shifts the focus to more specialised and strategic aspects of human resource management. Learners engage in strategic topics such as performance management, dynamic leadership development, and strategic planning. These modules take the core knowledge from the first semester and apply it to higher-level, organisational challenges. Research Methods 2 builds upon the first research methods module, preparing learners for the capstone dissertation by honing their research skills.

Semester three serves as the capstone of the programme, where learners bring together all the knowledge and skills they have acquired. The final semester is dedicated to the Dissertation, a major project worth 25 ECTS credits. This capstone is the culmination of the learner's learning, providing an opportunity to conduct in-depth research on a specific HR topic. It demonstrates their ability to think critically, apply theoretical knowledge, complete research, collect and analyse primary data, and contribute original insights to the field of HR. The programme contains a wide range of formative and summative assessments including individual and group work, HRM simulation, projects, presentations, case studies, and examinations.

The part-time delivery of the Master of Science in Human Resource Management follows the same academic standards, learning outcomes, and module content as the full-time programme but is structured across four semesters to accommodate working professionals and learners with additional, external commitments. The delivery is organised through a combination of on-campus sessions and scheduled online classes to provide flexibility while maintaining academic engagement and interaction.

Modules are sequenced to ensure a manageable workload, with assessments distributed across semesters to avoid overload and allow time for reflection. Feedback is provided in line with QAH timelines to support continuous improvement.

Contact hours for 5 ECTS and 10 ECTS modules are divided across scheduled teaching sessions, supported by additional independent study and directed learning resources available on Moodle. Learners are expected to engage in self-directed study, reading, and preparation outside of class time. This delivery format enables learners to apply HRM theory directly to their professional contexts throughout the programme, strengthening the integration of academic learning with workplace practice.

Part-time programme content is sequenced to ensure manageable workload progression, allowing core topics such as DEI, strategic talent management, and employment law to be completed earlier, while more advanced strategic and analytical modules. Research Methods 1 and Research Methods 2 are delivered across two stages to ensure adequate preparation for the capstone Dissertation. This extended structure allows part-time learners to apply theoretical learning to their professional contexts in real time, reinforcing reflective practice, professional integration, and lifelong learning.

Additionally, as we strive to continually improve the Masters of Science in Human Resource Management programme to address the evolving needs of our students and the demands of the professional landscape, the Graduate Work Ready (GWR) programme is implemented as a series of non-credit modules integrated into the programme timetable. Its strategic inclusion will offer students valuable opportunities to develop essential skills, significantly enhancing their career readiness and overall employability.

## Minimum Intended Programme Learning Outcomes

On completion of this programme the learner will be able to:

1. Demonstrate a critical understanding of pivotal and contemporary theories and conceptual frameworks underpinning global HRM and organisational dynamics.
2. Critically evaluate contemporary and emergent issues in HRM, including the transformative impact of digital technologies, AI-driven HR solutions, and data analytics.
3. Critically appraise and champion the strategic importance of diversity, equity and inclusion as fundamental to ethical human resource practice in the global workplace.
4. Evaluate the impact of diverse leadership styles on ethical organisational cultures and analyse the resulting implications for HR strategy.
5. Design and justify innovative, evidence-based HRM solutions that cultivate sustainable competitive advantage and add demonstrable value to diverse, globalised organisations.
6. Develop and apply sophisticated problem-solving, critical thinking, and ethical decision-making skills to address a range of HRM challenges.
7. Master and apply the analytical competencies necessary to operate as an informed HR professional, capable of navigating the complexities of the global business landscape.
8. Critically explore, evaluate, and apply a range of contemporary approaches to conflict resolution and mediation to foster positive employee relations.
9. Cultivate and demonstrate enhanced ethical acuity and responsible judgement in responding to complex and unpredictable organisational behaviours.
10. Critically evaluate advanced research methodologies and data analysis techniques, and execute an in-depth, ethical research project addressing a contemporary issue within a specialised area of HRM.

### Teaching and Learning Modes

1. Directed Learning
2. E-learning (directed)
3. E-learning (self-directed)
4. Group Discussions
5. Group Discussions/Interactions
6. Laboratory / Studio
7. Lectures / Classes
8. Practical Sessions
9. Practical/workshop/Laboratories/studio sessions
10. Self Directed Learning
11. Webinars
12. Workshops

### Approved Countries

Ireland

### Physical Resource Requirements

Appropriately equipped computer work area.

Lecture rooms of sufficient size for work in breakout groups/with appropriate multimedia resources.

Appropriate software resources to be used in the teaching and learning of all modules.

Learners are also required to have ongoing access to a computer, related software, and a reliable internet connection. This means that for learners their laptop or desktop computer will require a minimum of a supported version of a Windows operating system and 4GM RAM.

Appropriately equipped computer work area.

Lecture rooms of sufficient size for work in breakout groups/with appropriate multimedia resources.

| Staff Profiles | Qualifications and Experience   | WTE |
|----------------|---|-----|
| Lecturer       | Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or Masters and/or PhD in the following areas: Human Resource Management, Psychology, Business or Law. | 11  |

| Approved Centres | Centre                        | Minimum Enrolment per Annum | Maximum Enrolment per Annum |
|------------------|-------------------------------|-----------------------------|-----------------------------|
|                  | 38628L Dublin Business School | 10                          | 900                         |

| Additional Locations | Location Name | Minimum Enrolment per Annum | Maximum Enrolment per Annum |
|----------------------|---------------|-----------------------------|-----------------------------|
|                      | N/A           |                             |                             |

| Learner Teacher Ratios | Learning Activity                                    | Ratio |
|------------------------|--|-------|
|                        | Lecture classroom-based sessions                     | 1:75  |
|                        | Classroom Sessions (Strategic Performance Management | 1:60  |
|                        | Online class (live)                                  | 1:75  |

| Programme being replaced by this Programme | Prog Code | Programme Title                                | Validated |
|--|-----------|--|-----------|
|  | PG24393   | Master of Science in Human Resource Management | 04-Feb-21 |

## Embedded Programme

Validation Process: **Revalidation**

| Code    | Title  | Award  | Exit Only |
|---------|--|--|-----------|
| PG26613 | Postgraduate Diploma in Science in Human Resource Management | Postgraduate Diploma in Science (Postgraduate Diploma at NFQ Level 9) 9M23161 60 credits | Yes       |

|                   | Full Time | Part Time | Delivery Mode: full-time / part-time |
|-------------------|-----------|-----------|--------------------------------------|
| Duration (months) | 9         | 18        | Full Time, Part Time                 |

### Target Learner Groups

The Postgraduate Diploma does not enroll learners directly onto the programme, it is offered as an exit only award.

### Brief Synopsis of the Programmes

The Postgraduate Diploma in Science in Human Resource Management programme (60 ECTS, NFQ Level 9) is an embedded exit award from the Master of Science in Human Resource Management (90 ECTS, NFQ Level 9). The programme comprises 60 ECTS, which is nine taught modules with six 5 ECTS and three 10-ECTS taught modules, without Research Methods 2 or the Dissertation capstone elective. It is offered to learners who do not progress to, or do not wish to complete, the elective in the full Masters programme.

The Postgraduate Diploma in Science in Human Resource Management (60 ECTS, NFQ Level 9) can be completed in one academic year by full-time learners or eighteen months by part-time learners. The overall aim of the programme is to provide graduates with the opportunity to attain a Level 9 award if they cannot complete the Dissertation capstone for personal or professional reasons. Therefore, The Postgraduate Diploma in Science in Human Resource Management (60 ECTS, NFQ Level 9) is offered only as an exit award from the Masters programme.

The Postgraduate Diploma in Science in Human Resource Management is designed for individuals seeking specialisation within the HRM field for career entry, advancement, or further academic study. Learners will cultivate advanced strategic capabilities, enabling them to design and implement HR policies aligned with organisational goals and respond effectively to dynamic business challenges. The curriculum provides deep expertise in critical areas such as talent management, employee relations, organisational development, ethical decision making, and HR analytics, emphasising data-driven, evidence-based approaches. Ultimately, graduates develop the leadership and critical thinking skills.

## Minimum Intended Programme Learning Outcomes

On completion of this programme the learner will be able to:

1. Demonstrate a critical understanding of pivotal and contemporary theories and conceptual frameworks underpinning global HRM and organisational dynamics.
2. Critically evaluate contemporary and emergent issues in HRM, including the transformative impact of digital technologies, AI-driven HR solutions, and data analytics.
3. Critically appraise and champion the strategic importance of diversity, equity and inclusion as fundamental to ethical human resource practice in the global workplace.
4. Evaluate the impact of diverse leadership styles on ethical organisational cultures and analyse the resulting implications for HR strategy.
5. Design and justify innovative, evidence-based HRM solutions that cultivate sustainable competitive advantage and add demonstrable value to diverse, globalised organisations.
6. Develop and apply sophisticated problem-solving, critical thinking, and ethical decision-making skills to address a range of HRM challenges.
7. Master and apply the analytical competencies necessary to operate as an informed HR professional, capable of navigating the complexities of the global business landscape.
8. Critically explore, evaluate, and apply a range of contemporary approaches to conflict resolution and mediation to foster positive employee relations.
9. Cultivate and demonstrate enhanced ethical acuity and responsible judgement in responding to complex and unpredictable organisational behaviours.

### Teaching and Learning Modes

1. Directed Learning
2. E-learning (directed)
3. E-learning (self-directed)
4. Group Discussions
5. Group Discussions/Interactions
6. Laboratory / Studio
7. Lectures / Classes
8. Practical Sessions
9. Practical/workshop/Laboratories/studio sessions
10. Self Directed Learning
11. Webinars
12. Workshops

### Approved Countries

Ireland

### Physical Resource Requirements

Appropriately equipped computer work area.

Lecture rooms of sufficient size for work in breakout groups/with appropriate multimedia resources.

Appropriate software resources to be used in the teaching and learning of all modules.

Learners are also required to have ongoing access to a computer, related software, and a reliable internet connection. This means that for learners their laptop or desktop computer will require a minimum of a supported version of a Windows operating system and 4GM RAM.

Appropriately equipped computer work area.

Lecture rooms of sufficient size for work in breakout groups/with appropriate multimedia resources.

| Staff Profiles | Qualifications and Experience   | WTE |
|----------------|---|-----|
| Lecturer       | Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or Masters and/or PhD in the following areas: Human Resource Management, Psychology, Business or Law. | 11  |

| Approved Centres | Centre                        | Minimum Enrolment per Annum | Maximum Enrolment per Annum |
|------------------|-------------------------------|-----------------------------|-----------------------------|
|                  | 38628L Dublin Business School | 0                           | 0                           |

| Additional Locations | Location Name | Minimum Enrolment per Annum | Maximum Enrolment per Annum |
|----------------------|---------------|-----------------------------|-----------------------------|
|                      | N/A           |                             |                             |

| Learner Teacher Ratios | Learning Activity                                    | Ratio |
|------------------------|--|-------|
|                        | Lecture classroom-based sessions                     | 1:75  |
|                        | Classroom Sessions (Strategic Performance Management | 1:60  |
|                        | Online class (live)                                  | 1:75  |

| Programme being replaced by this Programme | Prog Code | Programme Title  | Validated |
|--|-----------|--|-----------|
|  | PG24394   | Postgraduate Diploma in Science in Human Resource Management | 04-Feb-21 |

## Embedded Programme

Validation Process: **Revalidation**

| Code    | Title                                    | Award   | Exit Only |
|---------|--|---|-----------|
| PG26614 | Certificate in Human Resource Management | Certificate (Minor Award at NFQ Level 9) 9H23163 30 credits | Yes       |

|                   | Full Time | Part Time | Delivery Mode: full-time / part-time |
|-------------------|-----------|-----------|--------------------------------------|
| Duration (months) | 3         | 6         | Full Time, Part Time                 |

### Target Learner Groups

The Certificate programme does not enroll learners directly onto the programme, it is offered as an exit only award.

### Brief Synopsis of the Programmes

The Certificate in Human Resource Management (30 ECTS, NFQ level 9) is a three-month full-time or six-month part-time programme of four taught modules (30 ECTS). It is an embedded exit award within the Master of Science in Human Resource Management (90 ECTS, NFQ level 9).

The overall aim of the programme is to provide graduates with the opportunity to attain a Level 9 award if they do not progress to, or wish to complete for personal or professional reasons, the Master of Science in Human Resource Management or the Postgraduate Diploma in Science in Human Resource Management programmes. Therefore, the Certificate in Human Resource Management (30 ECTS, NFQ Level 9) is offered only as an exit award from the Masters programme.

The Certificate in Human Resource Management is designed for individuals seeking to specialise in the field of HRM for career entry, advancement, or further academic study. This programme equips learners with advanced strategic capabilities, enabling them to develop and apply human resources solutions that align with organisational goals and respond effectively to evolving business challenges.

The curriculum provides deep expertise in several critical areas, including Applied Diversity, Equity, and Inclusion, Strategic Talent Management and Organisational Dynamics, Employment Law, and Strategic People Analytics and Workforce Insights, which focuses on using data-driven, evidence-based approaches to make informed HR decisions. Ultimately, graduates will develop the leadership and critical thinking skills required to foster positive workplace cultures, manage change effectively, and contribute significantly to sustainable business performance.

### Minimum Intended Programme Learning Outcomes

On completion of this programme the learner will be able to:

1. Critically evaluate key theories and frameworks in contemporary human resource management, talent development, and organisational behaviour.
2. Apply and assess Diversity, Equity, and Inclusion (DEI) principles in designing ethical and inclusive people management practices.
3. Interpret and apply employment law and regulatory frameworks to ensure compliance and fair decision making in HR practice.
4. Analyse and synthesis workforce data and metrics to inform evidence-based and strategic HR decisions.
5. Integrate ethical, analytical and digital competencies to address complex and emerging challenges in human resource management.

|                                    |   |
|------------------------------------|---|
| <b>Teaching and Learning Modes</b> | <ol style="list-style-type: none"> <li>1. Directed Learning</li> <li>2. E-learning (directed)</li> <li>3. E-learning (self-directed)</li> <li>4. Group Discussions</li> <li>5. Group Discussions/Interactions</li> <li>6. Laboratory / Studio</li> <li>7. Lectures / Classes</li> <li>8. Practical Sessions</li> <li>9. Practical/workshop/Laboratories/studio sessions</li> <li>10. Self Directed Learning</li> <li>11. Webinars</li> <li>12. Workshops</li> </ol> |
|------------------------------------|---|

|                           |         |
|---------------------------|---------|
| <b>Approved Countries</b> | Ireland |
|---------------------------|---------|

### Physical Resource Requirements

|  |
|--|
| <p>Appropriately equipped computer work area.</p> <p>Lecture rooms of sufficient size for work in breakout groups/with appropriate multimedia resources.</p> <p>Appropriate software resources to be used in the teaching and learning of all modules.</p> <p>Learners are also required to have ongoing access to a computer, related software, and a reliable internet connection. This means that for learners their laptop or desktop computer will require a minimum of a supported version of a Windows operating system and 4GM RAM.</p> <p>Appropriately equipped computer work area.</p> <p>Lecture rooms of sufficient size for work in breakout groups/with appropriate multimedia resources.</p> |
|--|

| Staff Profiles | Qualifications and Experience   | WTE |
|----------------|---|-----|
| Lecturer       | Lecturing staff will have a minimum of a Level 9 Postgraduate Diploma or Masters and/or PhD in the following areas: Human Resource Management, Psychology, Business or Law. | 11  |

| Approved Centres | Centre                        | Minimum Enrolment per Annum | Maximum Enrolment per Annum |
|------------------|-------------------------------|-----------------------------|-----------------------------|
|                  | 38628L Dublin Business School | 0                           | 0                           |

| Additional Locations | Location Name | Minimum Enrolment per Annum | Maximum Enrolment per Annum |
|----------------------|---------------|-----------------------------|-----------------------------|
|                      | N/A           |                             |                             |

| Learner Teacher Ratios | Learning Activity                                    | Ratio |
|------------------------|--|-------|
|                        | Lecture classroom-based sessions                     | 1:75  |
|                        | Classroom Sessions (Strategic Performance Management | 1:60  |
|                        | Online class (live)                                  | 1:75  |

| Programme being replaced<br>by this Programme | Prog Code | Programme Title                          | Validated |
|---|-----------|--|-----------|
|   | PG24395   | Certificate in Human Resource Management | 04-Feb-21 |

# Conditions of Validation of the Programmes Covered by this Certificate of Validation

## Part 1: Statutory Conditions of Validation

The statutory (section 45(3) of the 2012 Act) conditions of validation are that the provider of the programme shall:

1. Co-operate with and assist QQI in the performance of QQI's functions in so far as those functions relate to the functions of the provider,
2. Establish procedures which are fair and consistent for the assessment of enrolled learners to ensure the standards of knowledge, skill or competence determined by QQI under section 49 (1) are acquired, and where appropriate, demonstrated, by enrolled learners,
3. Continue to comply with section 65 of the 2012 Act in respect of arrangements for the protection of enrolled learners, if applicable, and
4. Provide to QQI such information as QQI may from time to time require for the purposes of the performance of its functions, including information in respect of completion rates.

## Part 2 Conditions of Validation Established by QQI Under section 45(4)(b) of the 2012 Act

### Part 2.1 Condition of Validation Concerning a Change in the QQI Award or Award Standard

1. Where QQI changes an award title, an award specification or an award standard that a programme depends upon, the provider shall not enrol any further learners on the affected programmes unless informed otherwise in writing by QQI (e.g. by the issue of a revised certificate of validation). The programme is considered validated for learners already enrolled on the affected programme.

### Part 2.2 Condition of Validation Concerning the Duration of Enrolment

1. The duration of enrolment is the interval during which learners may be enrolled on the validated programme.

Validation is determined by QQI for a specified number of years of enrolment appropriate to the particular programme as indicated on the certificate on validation subject to unit 9.2.1. It is a condition of validation that the programme does not enrol any new learners outside this interval. A typical duration would be five years.

If a provider wishes to continue to enrol learners to the programme beyond this interval the provider must arrange in good time for it to be validated again by QQI, or exceptionally the provider may apply for extension of the duration of enrolment (unit (14)). In this context the provider may apply for validation of the programme from first principles or, alternatively, the provider may avail of the process for revalidation (unit (13)) by QQI.

### Part 2.3 General Condition of Validation

The provider of the programme shall:

1. Ensure that the programme as implemented does not differ in a material way from the programme as validated; differing in a material way is defined as differing in any aspect of the programme or its implementation that was material to QQI's validation criteria.
2. Ensure that the programme is provided with the appropriate staff and physical resources as validated.
3. Implement in respect of the programme its written quality assurance procedures (as approved by QQI).
4. Make no significant change to the programme without the prior approval of QQI. (See unit (8)).
5. Unless otherwise agreed by QQI in writing, start implementing the programme as validated and enrol learners within 18 months of validation.
6. Continue in respect of the validated programme to comply with section 56 of the 2012 Act in respect of procedures for access, transfer and progression.
7. Implement the programme and procedures for assessment of learners in accordance with the Approved Programme Schedule and notify QQI in writing of any amendments to this arising from changes to the programme; see unit (9).
8. When advertising and promoting the programme and awards, use the programme title as validated, and the correct QQI award title(s), award type(s) and award class(es) indicating the level of the award(s) on the National Framework of Qualifications.

9. Adhere to QQI regulations and procedures for certification.

10. Notify QQI in writing without delay of: a. Any material change to the programme; a. Anything that impacts on the integrity or reputation of the programme or the corresponding QQI awards; b. Anything that infringes the conditions of validation; or c. Anything that would be likely to cause QQI to consider reviewing the validation.

11. Notify QQI in writing to determine the implications for the provider's validated programmes, where the provider is likely to, or planning to, merge (amalgamate) with another entity or to acquire, or be acquired by, another entity (see unit (12.5)) .

12. Report to QQI, when required or requested, on its implementation of the programme and compliance with the conditions of validation.

#### **Part 2.4 General Condition of Validation Arising from Specialised Validation Policy and Criteria**

#### **Part 2.5 Special Conditions of Validation**

## Programme and stage schedules

### PG26612 Master of Science in Human Resource Management

|  |                    |  |                        |  |                            |                          |                                      |                                    |                            |                   |                               |               |                    |
|--|--------------------|--|------------------------|--|----------------------------|--------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|-------------------------------|---------------|--------------------|
| <b>Name of Provider</b>                            |                    | Dublin Business School   |                        |  |                            |                          |                                      |                                    |                            |                   |                               |               |                    |
| <b>Programme Title</b>                             |                    | PG26612 Master of Science in Human Resource Management   |                        |  |                            |                          |                                      |                                    |                            |                   |                               |               |                    |
| <b>Award Title</b>                                 |                    | Master of Science  |                        |  |                            |                          |                                      | <b>Exit Award Only</b>             |                            | N/A               |                               |               |                    |
| <b>Teaching and learning modalities</b>            |                    | Directed Learning; Group Discussions/Interactions; Practical/workshop/Laboratories/studio sessions; Self Directed Learning; Lectures / Classes; Practical Sessions; Group Discussions; Workshops; Webinars; Laboratory / Studio; E-learning (directed); E-learning (self-directed) |                        |  |                            |                          |                                      |                                    |                            |                   |                               |               |                    |
| <b>Delivery Modes</b>                              | <b>Award Class</b> | <b>Award NFQ Level</b>   | <b>Award EQF Level</b> | <b>Stage</b>                               | <b>Stage NFQ Level</b>     | <b>Stage Credits</b>     | <b>First Intake</b>                  |                                    |                            | <b>ISCED Code</b> |                               |               |                    |
| Both   | Major              | 9  | 7                      | Award Stage                                | 9                          | 90                       | Sep 2026                             |                                    |                            | 04.1.3            |                               |               |                    |
| <b>Module</b>                                      |                    |  |                        | <b>Total Student Effort Module (Hours)</b> |                            |                          |                                      |                                    | <b>Allocation of Marks</b> |                   |                               |               |                    |
| <b>Title</b>                                       | <b>Semester</b>    | <b>Status</b>  | <b>Credit</b>          | <b>Total Hours</b>                         | <b>Class Contact Hours</b> | <b>Direct e-learning</b> | <b>Hours of independent learning</b> | <b>Work-based learning efforts</b> | <b>C.A. %</b>              | <b>Project %</b>  | <b>Skills demonstration %</b> | <b>Exam %</b> | <b>Workbased %</b> |
| Applied Diversity, Equity, and Inclusion           | 1                  | M  | 5                      | 125  | 24                         | 0                        | 101                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Strategic Talent Management and Organisational Dyn | 1                  | M  | 10                     | 250  | 48                         | 0                        | 202                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Employment Law                                     | 1                  | M  | 5                      | 125  | 24                         | 0                        | 101                                  | 0                                  | 30                         | 0                 | 0                             | 70            | 0                  |
| Strategic People Analytics and Workforce Insights  | 1                  | M  | 10                     | 250  | 48                         | 0                        | 202                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Research Methods 1                                 | 1                  | M  | 5                      | 125  | 24                         | 0                        | 101                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Reinventing Performance Management                 | 2                  | M  | 10                     | 250  | 48                         | 0                        | 202                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Dynamic Leadership Development                     | 2                  | M  | 5                      | 125  | 24                         | 0                        | 101                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Strategic Planning and Management                  | 2                  | M  | 5                      | 125  | 24                         | 0                        | 101                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Contemporary Issues and Future Trends in HRM       | 2                  | M  | 5                      | 125  | 24                         | 0                        | 101                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Research Methods 2                                 | 2                  | M  | 5                      | 125  | 24                         | 0                        | 101                                  | 0                                  | 100                        | 0                 | 0                             | 0             | 0                  |
| Dissertation                                       | 3                  | M  | 25                     | 625  | 6                          | 0                        | 619                                  | 0                                  | 0                          | 100               | 0                             | 0             | 0                  |

## PG26613 Postgraduate Diploma in Science in Human Resource Management

|  |             |  |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
|--|-------------|--|-----------------|-------------------------------------|-----------------|---------------------|-------------------|-------------------------------|-----------------------------|--------|-----------|------------------------|--------|-------------|
| Name of Provider                                   |             | Dublin Business School   |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
| Programme Title                                    |             | PG26613 Postgraduate Diploma in Science in Human Resource Management   |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
| Award Title  |             | Postgraduate Diploma in Science  |                 |                                     |                 |                     |                   |                               | Exit Award Only             |        | Yes       |                        |        |             |
| Teaching and learning modalities                   |             | Directed Learning; Group Discussions/Interactions; Practical/workshop/Laboratories/studio sessions; Self Directed Learning; Lectures / Classes; Practical Sessions; Group Discussions; Workshops; Webinars; Laboratory / Studio; E-learning (directed); E-learning (self-directed) |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
| Delivery Modes                                     | Award Class | Award NFQ Level  | Award EQF Level | Stage                               | Stage NFQ Level | Stage Credits       | First Intake      |                               | ISCED Code                  |        |           |                        |        |             |
| Both   | Major       | 9  | 7               | Award Stage                         | 9               | 60                  | Sep 2026          |                               | 04.1.3                      |        |           |                        |        |             |
| Module   |             |  |                 | Total Student Effort Module (Hours) |                 |                     |                   |                               | Allocation of Marks         |        |           |                        |        |             |
| Title  |             | Semester   | Status          | Credit                              | Total Hours     | Class Contact Hours | Direct e-learning | Hours of independent learning | Work-based learning efforts | C.A. % | Project % | Skills demonstration % | Exam % | Workbased % |
| Applied Diversity, Equity, and Inclusion           |             | 1  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Strategic Talent Management and Organisational Dyn |             | 1  | M               | 10                                  | 250             | 48                  | 0                 | 202                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Employment Law                                     |             | 1  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 30     | 0         | 0                      | 70     | 0           |
| Strategic People Analytics and Workforce Insights  |             | 1  | M               | 10                                  | 250             | 48                  | 0                 | 202                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Research Methods 1                                 |             | 1  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Reinventing Performance Management                 |             | 2  | M               | 10                                  | 250             | 48                  | 0                 | 202                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Dynamic Leadership Development                     |             | 2  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Strategic Planning and Management                  |             | 2  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Contemporary Issues and Future Trends in HRM       |             | 2  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 100    | 0         | 0                      | 0      | 0           |

## PG26614 Certificate in Human Resource Management

|  |             |  |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
|--|-------------|--|-----------------|-------------------------------------|-----------------|---------------------|-------------------|-------------------------------|-----------------------------|--------|-----------|------------------------|--------|-------------|
| Name of Provider                                   |             | Dublin Business School   |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
| Programme Title                                    |             | PG26614 Certificate in Human Resource Management   |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
| Award Title  |             | Certificate  |                 |                                     |                 |                     |                   |                               | Exit Award Only             |        | Yes       |                        |        |             |
| Teaching and learning modalities                   |             | Directed Learning; Group Discussions/Interactions; Practical/workshop/Laboratories/studio sessions; Self Directed Learning; Lectures / Classes; Practical Sessions; Group Discussions; Workshops; Webinars; Laboratory / Studio; E-learning (directed); E-learning (self-directed) |                 |                                     |                 |                     |                   |                               |                             |        |           |                        |        |             |
| Delivery Modes                                     | Award Class | Award NFQ Level  | Award EQF Level | Stage                               | Stage NFQ Level | Stage Credits       | First Intake      |                               | ISCED Code                  |        |           |                        |        |             |
| Both   | Minor       | 9  | 7               | Award Stage                         | 9               | 30                  | Sep 2026          |                               | 04.1.3                      |        |           |                        |        |             |
| Module   |             |  |                 | Total Student Effort Module (Hours) |                 |                     |                   |                               | Allocation of Marks         |        |           |                        |        |             |
| Title  |             | Semester   | Status          | Credit                              | Total Hours     | Class Contact Hours | Direct e-learning | Hours of independent learning | Work-based learning efforts | C.A. % | Project % | Skills demonstration % | Exam % | Workbased % |
| Applied Diversity, Equity, and Inclusion           |             | 1  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Strategic Talent Management and Organisational Dyn |             | 1  | M               | 10                                  | 250             | 48                  | 0                 | 202                           | 0                           | 100    | 0         | 0                      | 0      | 0           |
| Employment Law                                     |             | 1  | M               | 5                                   | 125             | 24                  | 0                 | 101                           | 0                           | 30     | 0         | 0                      | 70     | 0           |
| Strategic People Analytics and Workforce Insights  |             | 1  | M               | 10                                  | 250             | 48                  | 0                 | 202                           | 0                           | 100    | 0         | 0                      | 0      | 0           |