

Unit Title: Human Resource Management	Unit Code: HRM (Dip)
Level: 5	Learning hours: 160
Learning Outcomes and Indicative Content:	
Candidates will be able to:	
1. Understand the principal elements and theories of HRM as they relate to the role of the HR professional and that of the line manager in managing, leading and motivating people	
1.1	Describe the principal theories of HRM
1.2	Explain the importance of people as a key resource and examine the potential for tension between the objectives and needs of individuals and the organisation
1.3	Discuss the impact on the organisation and employees of the unpredictable global environment
1.4	Explain the significance of the psychological contract between organisation and employee
1.5	Discuss the leadership and management roles of HR professionals and line managers in a variety of aspects of HRM
1.6	Compare and contrast the impact of different organisation cultures in the context of HRM
2. Understand ethical issues and dilemmas which affect the management of people and the organisation's approach to its stakeholders	
2.1	Describe the wide range of competing and sometimes contradictory theories about ethics
2.2	Explain the importance of providing equal opportunity to all employees and potential employees in every aspect of HRM and that equal opportunity means absence of discrimination on grounds of religion, ethnicity, gender, and disability. Distinguish between anti-discrimination legislation and ethical employment
2.3	Discuss diversity and the need to take account of difference in employing and developing people
2.4	Discuss examples of ethical dilemmas in managing people
2.5	Outline the range of arguments in the context of Corporate Social Responsibility
2.6	Identify the influence of the issues set out in 2.1 to 2.5 on the development of effective working relationships with colleagues and stakeholders

- 3. Understand the importance of Human Resource Planning (HRP) for the effective conduct of the organisation's activities**
 - 3.1 Explain the purposes and processes of Human Resource Planning
 - 3.2 Identify and explain the relevance of specific elements of the HRP process to other aspects of HRM, for example, the identification of skills gaps to issues of training, development and recruitment
 - 3.3 Discuss the relevance of HRP in today's unpredictable global environment

- 4. Understand that effective recruitment is crucial to the successful functioning of an organisation**
 - 4.1 Explain the principal elements in the processes of recruitment, selection and induction
 - 4.2 Compare and contrast different methods of recruitment and selection
 - 4.3 Examine and discuss the validity of alternative approaches to selection

- 5. Compare and contrast learning, training and development and demonstrate their importance to the long-term success of an organisation**
 - 5.1 Apply learning theories to individual and organisational circumstances
 - 5.2 Explain systematic approaches to training and examine the validity of such processes and the relative benefits and disadvantages of each element
 - 5.3 Examine processes through which individuals may be developed and discuss difficulties of aligning long term development of employees to short term needs of the organisation

- 6. Understand a variety of forms of performance appraisal**
 - 6.1 Examine a variety of approaches to appraisal distinguishing between appraisal and "performance management"
 - 6.2 Describe typical processes of appraisal; explain the importance of clear appraisal objectives and discuss the benefits and disadvantages of different forms of appraisal
 - 6.3 Explain the need for managers to be trained in appraisal techniques and in the reasons for appraisals
 - 6.4 Discuss the need for continuous employee self-assessment and continuous managerial appraisal

- 7. Compare and contrast approaches to reward, recognition and performance management**
- 7.1 Explain the compatibility of employees' needs with organisations' needs with the values employers are rewarding. (For example, performance, competence, skill, attitude and behaviour)
 - 7.2 Describe financial and non-financial elements of reward; flexible benefits and non-pay rewards
 - 7.3 Explain the application of motivation theories to the development of "total reward" incorporating learning, development, working environment, recognition, involvement and so on
- 8. Explain the principles of job design and discuss the application of the concepts to changing organisational and employee needs**
- 8.1 Describe the significant differences between job rotation, job enrichment and job enlargement. Examine the benefits to employee and employer of each approach
 - 8.2 Examine methods of allocation of work and of monitoring progress towards effective and productive outcomes
 - 8.3 Describe the factors which influence trends towards flexible forms of working
 - 8.4 Compare benefits and disadvantages to employee and employer of a variety of forms of flexible working
- 9. Identify and discuss the principles of Health and Safety and the benefits to organisational effectiveness of healthy and safe employees**
- 9.1 Describe and discuss the principal H & S responsibilities of employers, encompassing employees' physical and psychological health in matters such as stress, occupational health, working hours, monotony and abuse of alcohol or drugs
 - 9.2 Recognise the role of the employee in risk awareness and avoidance, in adherence to policy, in consultation and representation and in training in H & S
 - 9.3 Examine and discuss the potential conflict between the legal and ethical requirements of H & S and the efficiency and effectiveness of the organisation

10. Apply systematic, legal and ethical approaches to employee discipline, grievance and dismissal

- 10.1 Outline typical frameworks for disciplinary and grievance procedures
- 10.2 Discuss the value of discipline procedures as positive foundations for employee awareness of employer expectations, means of removing barriers to improvement and opportunities to agree targets
- 10.3 Discuss grievance procedures as employees' reassurance of equitable treatment
- 10.4 Describe the legal framework of dismissal procedures and discuss the ethics of redundancy

11. Explain the application of principles of communication to a variety of aspects of employee involvement, motivation and performance

Explain the value of:

- 11.1 Listening and feedback during appraisal
- 11.2 Presentation: formal, informal, fact, opinion and argument.
- 11.3 Negotiation – for example, in appraisal in context of training or development; in discussion about reward, flexible working, discipline or grievance
- 11.4 Team briefings
- 11.5 Suggestion schemes
- 11.6 In-house corporate publications

12. Identify and explain the importance of individual employee's personal development and be able to make judgements (in work-based or case study examples) about the extent to which employees should develop their career and competence in collaboration with or independently of their employer

Explain the value of:

- 12.1 Employee self-assessment and self-awareness
- 12.2 Monitoring and networking career opportunities
- 12.3 Ensuring continuing professional development

Assessment Criteria:

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight, each question carrying equal marks

Recommended Reading

ABE, *ABE Study Manual – Human Resource Management*, ABE

Marchington M and Wilkinson A, *Human Resource Management at Work* (2005)
ISBN: 1843980622