(STRATEGIC) HUMAN RESOURCE MANAGEMENT

INSTITUTE FOR PROFESSIONAL AND EXECUTIVE DEVELOPMENT

United Kingdom

UNIT SPECIFICATION

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Unit Title

(Strategic) Human Resource Management

Credit value

The credit value for this unit is 30

30 credits equivalent to 300 hours of teaching and learning
(10 hours is equivalent to 1 credit)

Guided learning hours (GLH) = 50 hours
GLH includes lectures, tutorials and supervised study. This may vary to suit the needs and requirements of the learner and/or the approved centre of study.
Directed learning = 50 hours: This includes advance reading and preparation, group study, and undertaking research tasks.
Self-managed learning = 200 hours: This includes completing assignments and working through the core and additional reading texts. It also includes personal research reading via other physical and/or electronic resources.

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Learning outcome Learner will:	Assessment criteria Learner can:
1.0 Understand the nature of human resource management	1.1 Define HRM and discuss the four objectives that form the foundation of HR activity 1.2 Differentiate between HRM and personnel management 1.3 Examine the best practice and best fit approach to HRM 1.4 Explain the universalist, contingency and resource based approach to HRM 1.5 Give an account on the evolution of human resource management 1.6 Discuss Hard and Soft HRM 1.7 Discuss the key HRM functions in the organization
2.0 Understand the recruitment and selection process	2.1 Explain what is meant by resourcing as an HR function 2.2 Examine the advantages and disadvantages of the various forms of recruitment 2.3 Examine the use of psychometric tests in recruitment 2.4 Describe how a recruitment advertisement can be drafted 2.5 Describe the process of shortlisting applicants 2.6 Give an account on the selection process (selection criteria, choice of selection methods etc.) 2.7 Analyse the contribution of tests to the recruitment and selection programme
3.0 Understand the role of learning and development in the organization	3.1 Analyse the benefits of learning and development 3.2 Examine the reasons for learning and development in the organization 3.3 Analyse Senge's model of the learning organization

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	3.4 Examine the advantages and disadvantages of on-the-job and of-the-job training
	3.5 Explain the need for evaluating training and development in the organization
	3.6 Discuss the benefits of career development in the organization
4.0 Understand nature of human resource planning	4.1 Explain what is meant by human resource planning.
	4.2 Differentiate between strategic planning and tactical planning
	4.3 Discuss how internal and external analysis frameworks can be used in HR planning
	4.4 Calculate the labour turnover index and the stability index of a firm
	4.5 Recommend the reconciliation measures that should be taken when supply forecast falls below demand forecast and vice versa.
	4.6 Discuss the various human resource supply plans
5.0 Understand the theories of leaderships	5.1 Give an account on the main theories of leadership
	5.2 Apply the leadership theories to the management of an organization's workforce
6.0 Understand the significance of effective employee relations	6.1 Explain what is meant by employee relations
	6.2 Examine the four important dimensions of employee relations (communication, involvement, rights and discipline)
	6.3 Examine ways of developing an effective communications system in the organization
	6.4 Examine the categories of management styles in employee

	relations 6.5 Examine the role of the trade union 6.6 Examine the factors that have contributed to the decline of trade union membership in some countries 6.7 Analyse the various forms of trade union recognition
7.0 Understand how employees can be rewarded and motivated in the organization	7.1 Examine the categories of reward 7.2 Discuss employer's motives in rewarding staff 7.3 Discuss the principal mechanisms for determining base pay 7.4 Discuss how employee participation in job evaluation contributes to staff motivation 7.5 Examine the elements of payment 7.6 Discuss the advantages and disadvantages of the different types of incentives 7.7 Describe the process and content theories of motivation
8.0 Understand how change and transition can be successfully managed (change management)	8.1 Analyse the dimensions of change 8.2 Analyse the two different approaches to change (Theory E and Theory O) 8.3 Analyse the systematic approach to change management 8.4 Examine how an organization can become change ready
9.0 Understand the nature and significance of performance management	9.1 Explain what is meant by performance management and evaluate its importance in the organization 9.2 Examine the various ways of measuring individual and organizational performance

	9.3 Give an account on the performance management process

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Recommended learning resources

Indicative reading	Torrington et al 2008, Human Resource Management 7th Edition: Pearson Education Limited, England. ISBN 978-0-273-71075-2 Bratton and Gold 2007, Human Resource Management, Theory and Practice 4th Edition: McMillan, US. ISBN 978-0-230-00174-9 Harvard Business School 2003, Managing Change and Transition: USA ISBN 1-57851-874-1
Learning Aid	- A comprehensive IPED study material is available to aid in learning and research of this unit. - We supply IPED course materials free of charge. Our study materials, which offer quick learning start, are comprehensive, use simple English, and are easy to read and understand. The contents are so sufficient and self-explanatory; that in majority of cases readers do not require further support; although support is always available when you need it.

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