

**REPUBLIC OF KENYA**

**COMPETENCY-BASED MODULAR CURRICULUM**

**FOR**

**HUMAN RESOURCE MANAGEMENT**

**LEVEL 5**

**PROGRAMME ISCED CODE: 0412 454A**

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**Council Secretary/CEO/Chief Principal**

**FOREWORD**

The provision of quality education and training is fundamental to the Government’s overall strategy for socio-economic development. Quality education and training contribute to achievement focused on Kenya’s development blueprint and sustainable development goals.

Reforms in the education sector are necessary for achievement of Kenya Vision 2030 and meeting the provisions the Constitution of Kenya. The education sector had to be aligned to the Constitution and this resulted in formulation of the Policy Framework for Reforming Education and Training in Kenya (Sessional Paper No. 14 of 2012). A key feature of this policy is the radical change in the design and delivery of TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry-led, certification be based on demonstration of competence, and mode of delivery allow for multiple entry and exit in TVET programs.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that this Curriculum has been developed. For trainees to build their skills on foundational hands-on activities of the occupation, units of learning are grouped in modules. This has eliminated duplication of content and streamlined exemptions based on skills acquired as a trainee progresses in the up-skilling process, while at the same time allowing trainees to be employable in the shortest time possible through the acquisition of part qualifications.

It is my conviction that this curriculum will play a great role in developing competent human resources for the Human Resource Management sector’s growth and development.

**PRINCIPAL SECRETARY**

**STATE DEPARTMENT FOR TVET**

**MINISTRY OF EDUCATION**

**PREFACE**

Kenya Vision 2030 aims to transform Kenya into a newly industrializing middle-income country, providing high-quality life to all its citizens by the year 2030. Kenya intends to create globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through lifelong education and training. TVET has a responsibility to facilitate the process of inculcating knowledge, skills, and worker behaviour necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency-Based Education and Training (CBET).

TVET Act CAP 210A and Sessional Paper No. 1 of 2019 on Reforming Education and Training in Kenya for Sustainable Development emphasized the need to reform curriculum development, assessment, and certification. This called for a shift to CBET to address the mismatch between skills acquired through training and skills needed by industry, as well as increase the global competitiveness of the Kenyan labour force.

This curriculum has been developed in adherence to the Kenya National Qualifications Framework and CBETA standards and guidelines. The curriculum is designed and organized into Units of Learning with Learning Outcomes, suggested delivery methods, learning resources, and methods of assessing the trainee’s achievement. In addition, the units of learning have been grouped in modules to concretize the skills acquisition process and streamline upskilling.

I am grateful to all expert trainers and everyone who played a role in translating the Occupational Standards into this competency-based modular curriculum.

**CHAIR OF COUNCIL**

**(QAI)**

**ACKNOWLEDGEMENT**

This curriculum has been designed for competency-based training and has independent units of learning that allow the trainee flexibility in entry and exit. In developing the curriculum, significant involvement and support were received from expert trainers, institutions and organizations.

I recognize with appreciation the role of the ………….. National Sector Skills Committee (NSSC) in ensuring that competencies required by the industry are addressed in the curriculum. I also thank all stakeholders in the Human Resource Management sector for their valuable input and everyone who participated in developing this curriculum.

I am convinced that this curriculum will go a long way in ensuring that individuals aspiring to work in the Human Resource Management Sector acquire competencies to perform their work more efficiently and effectively.

**COUNCIL SECRETARY/CEO**

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**ACRONYMS**

CBET Competency Based Education and Training

ICT Information Communication Technology

TVET Technical and Vocational Education and Training

TVETA Technical and Vocational Education and Training Authority

ISCED International Standard Classification of Education

POE Portfolio of evidence

IHRM Institute of Human Resource Management

# **KEY TO ISCED UNIT CODE**



# **COURSE OVERVIEW**

The Human Resource Management Level 5 curriculum consists of competences designed to equip learners with comprehensive skills and knowledge essential for efficient human resources management. It involves conducting training and development, conducting employee resourcing, managing human resource records, coordinating performance management, managing employee relations and undertaking employee separation.

The course consists of the following basic, common and core units of learning.

**SUMMARY OF UNITS OF COMPETENCY**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **MODULE 1** | | | | |
| **Unit Code** | | **Units Title** | **Unit Duration (Hours)** | **Credit Factor** |
| 0031 451 04A | | Business communication | 80 | 8 |
| 0417 451 02A | | Work ethics and practices | 40 | 4 |
| 0413 451 12A | Employee training and development | | 200 | 20 |
| 0413 451 13A | Employee resourcing | | 160 | 16 |
| **Sub Total** | | | **480** | **48** |
| **MODULE 2** | | | | |
| **Unit Code** | | **Units Title** | **Unit Duration (Hours)** | **Credit Factor** |
| 0611 451 01A | | Digital Literacy | 40 | 4 |
| 0413 451 03A | | Entrepreneurial Skills | 40 | 4 |
| 0413 451 14A | Human Resource Records | | 160 | 16 |
| 0413 451 15A | Employee Performance Management | | 160 | 16 |
| **Sub Total** | | | **400** | **40** |
| **MODULE 3** | | | | |
| **Unit Code** | | **Units Title** | **Unit Duration (Hours)** | **Credit Factor** |
| 0421 451 05A | | Principles of Commercial Law | **100** | **10** |
| 0413 451 07A | | Management Skills | **60** | **6** |
| 0588 451 06A | Business Mathematics and Statistics | | **100** | **10** |
| 0413 451 16A | Employee relations | | **100** | **10** |
| 0413 451 17A | Employee separation | | **100** | **10** |
| **Sub Total** | | | **460** | **46** |
| 0412 451 22A | Industrial Attachment | | **480** | **48** |
| **GRAND TOTAL** | | | **1820** | **182** |

**Entry Requirements**

An individual entering this course should have any of the following minimum requirements:

1. Kenya Certificate of Secondary Education (KCSE) minimum mean grade D (Plain), KCE DIV. III

**Or**

1. Equivalent qualifications as determined by TVETA.

**Trainer Qualification**

Qualifications of a trainer for this course include:

1. Possession of at least Diploma/ Level 6 in Human Resource Management
2. License by TVETA; and

**Industry Training**

An individual enrolled in this course will be required to undergo Industry training for a minimum period of 480 hours in banking and finance sector. The industrial training may be taken after completion of all units for those pursuing the full qualification or be distributed equally in each unit for those pursuing part qualification. In the case of dual training model, industrial training shall be as guided by the dual training policy.

**Assessment**

The course shall be assessed formatively and summatively:

1. During formative assessment all performance criteria shall be assessed based on performance criteria weighting.
2. Number of formative assessments shall minimally be equal to the number of elements in a unit of competency.
3. During summative assessment basic and common units may be integrated in the core units or assessed as discrete units.
4. Theoretical and practical weight shall be 30:70 for level 5 for each unit of learning.
5. Formative and summative assessments shall be weighted at 60% and 40% respectively in the overall unit of learning score

For a candidate to be declared competent in a unit of competency, the candidate must meet the following conditions:

1. Obtained at least 40% in theory assessment in formative and summative assessments.
2. Obtained at least 60% in practical assessment in formative and summative assessment where applicable.
3. Obtained at least 50% in the weighted results between formative assessment and summative assessment where the former constitutes 60% and the latter 40% of the overall score.

|  |  |
| --- | --- |
| **MARKS** | **COMPETENCE RATING** |
| 80 -100 | Attained Mastery |
| 65 - 79 | Proficient |
| 50 - 64 | Competent |
| 49 and below | Not Yet Competent |
| Y | Assessment Malpractice/irregularities |

1. Assessment for Recognition of Prior Learning (RPL) may lead to award of part and/or full qualification.

**Certification**

A candidate will be issued with a Certificate of Competency upon demonstration of competence in a core Unit of Competency. To be issued with Kenya National TVET Certificate in Human Resource Management Level 5, the candidate must demonstrate competence in all the Units of Competency as given in the qualification pack. A Statement of Attainment certificate may be awarded upon demonstration of competence in certifiable element within a unit.

These certificates will be issued by ………….

# **MODULE 1**

# **BUSINESS COMMUNICATION**

**UNIT CODE:** 0031 451 04A

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Apply Business Communication

**Duration of Unit: 80 Hours**

**Unit Description**

This unit specifies the competencies required to undertake business communication. It involves administering communication channels, implementing types of communication, implementing service charter, safeguarding confidentiality of information, coordinating communication on social media platforms, preparing workplace meetings and reports.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENT** | **DURATION (HOURS)** |
| 1 | Administer communication channels | **12** |
| 2 | Implement types of communication | **15** |
| 3 | Implement service charter | **7** |
| 4 | Safeguarding confidentiality of information | **12** |
| 5 | Coordinate communication on social media platforms | **10** |
| 6 | Prepare workplace meetings | **14** |
| 7 | Prepare workplace reports | **10** |
|  |  | **Total 80 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| --- | --- | --- |
| 1. Administer Communication channels | 1. Communication process 2. Principles of effective communication 3. Channels/medium/modes of communication 4. Factors to consider when selecting a channel of communication 5. Barriers to effective communication 6. Patterns of communication 7. Sources of information 8. Organizational policies 9. Record keeping | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| 1. Implement types of communication | * 1. Written Communication      1. Types of written communication      2. Elements of communication      3. Organization requirements for written communication   2. Non- Verbal      1. Utilize body language and Gestures      2. Apply body posture      3. Apply workplace dressing code   3. Oral Communication      1. Intrapersonal      2. Interpersonal | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| 1. Implement service charter | * 1. Introduction to service charter   2. Importance of service charter   3. Correspondence response   4. Retrieval of records | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| 1. Safeguarding confidentiality of information | * 1. Introduction to information confidentiality   2. Physical securing of records and correspondences * Lock and key * Reinforced storage * Fireproofing * Lockable cabinets * Restricted access   1. Monitoring of records and correspondences   2. Methods of securing information   3. Advantages and disadvantages of safeguarding confidentiality.   4. Tracing of records and correspondences | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| 1. Coordinate communication on social media platforms | * 1. Social media requirements   2. Social media policies and procedures   3. Social media platforms in an organization   4. Social media content sourcing   5.5 Interacting with customers on social media  5.6 Updating social media accounts  5.7 Adherence to legal and ethical practices in social media platforms   * 1. Social media monitoring tools      1. Twitter counter      2. Hootsuite      3. Klout      4. Buzzlogix      5. Digimind   5.9 Social media engagement report | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| 1. Prepare work place meetings | * 1. Introduction to minute taking   2. Types of meetings   3. Structure of meetings      1. Notice      2. Agenda      3. Preparation of other relevant documents      4. Minute formats | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| 1. Prepare workplace report | * 1. Introduction to report writing      1. Definition      2. Principles e.g. conciseness, clarity etc.   2. Importance of reports   3. Forms and types of reports      1. Oral reports      2. Written reports      3. Recorded etc.   4. Reports formats      1. Letter format      2. Memo format   5. Reports preparation | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |

**Suggested Delivery Methods**

* Discussion
* Roleplaying
* Simulation
* Direct instruction
* Demonstration
* Field trips

**Recommended Resources for 30 Trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** | | | |
| 1. | Charts | * Flip Charts | 5 | 1:6 |
| 2. | Report writing templates |  | 5 | 1:6 |
| **B** | **Learning Facilities & Infrastructure** | | | |
| 3. | Lecture/Theory Room | (9\* 8 sq. metres) | 1 | 1:30 |
| 4. | Internet Connection | WI-FI, Dial-Up, Cable, Fixed-wireless, | 1 | 1:30 |
| **C** | **Consumable Materials** | | | |
| 5. | Markers | whiteboard markers and permanent markers | 5 | 1:6 |
| 6. | Stationery | Printing Papers,  Foolscaps | 5 reams | 1:6 |
| 7. | Files / folders |  | 25 | 1:1 |
| 8. | Flash disks |  | 5 | 1:6 |
| **D** | **Tools And Equipment** | | | |
| 9. | Computers/Laptops | Any model | 30 | 1:1 |
| 10. | Projector | LED.LCD, Laser | 1 | 1:30 |
| 11. | Whiteboard | Glass, melamine, porcelain | 1 | 1:30 |
| 12. | Staplers |  | 2 | 1:15 |
| 13. | Paper punch |  | 2 | 1:15 |
| 14. | Metallic cabinet |  | 1 | 1:30 |
| 15. | Scanner |  | 2 | 1:15 |
| 16. | Printer |  | 1 | 1:30 |
| 17. | Print toners |  | 2 | 1:15 |
| 18. | Shredding machine |  | 1 | 1:30 |

**References**

McGraw-Hill Education. (2012). *Effective business communication*. Mcgraw-Hill.

**WORK ETHICS AND PRACTICES**

**UNIT CODE:** 0417 451 02A

**UNIT DURATION:** 40 Hours

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Apply Work Ethics and Practices.

**Unit Description**

This unit covers competencies required to effectively apply work ethics. It involves the ability to: apply self-management skills, promote ethical work practices and values, promote teamwork, maintain professional and personal development, apply problem-solving skills, and promote customer care.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Apply self-management skills | **10** |
| 2 | Promote ethical practices and values | 4 |
| 3 | Promote teamwork | **10** |
| 4 | Maintain professional and personal development | **10** |
| 5 | Apply problem-solving skills | **4** |
| 6 | Promote customer care | **2** |
|  |  | **Total 40 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| * 1. Apply self-management skills | * 1. Formulating personal vision, mission, and goals   2. Self-esteem development   3. Emotional intelligence and coping with work stress   4. Assertiveness development   5. Accountability and responsibility for one’s action   6. Time management   7. Setting performance targets   8. Self-awareness   9. Motivation, initiative and proactivity   10. Monitor and evaluate performance targets | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| * 1. Promote ethical work practices and values | * 1. Integrity   2. Organizational codes of conduct   3. Industry policies and procedures   4. Professionalism | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| * 1. 3. Promote Teamwork | * 1. Teams      1. Small work group      2. Staff in a section/department      3. Inter-agency group      4. Virtual teams   2. Team roles and objectives   3. Team activities   4. Team performance and evaluation   5. Conflicts and conflict resolution      1. Interpersonal conflict      2. Intrapersonal conflict   3.5.3 Intergroup conflict  3.5.4 Intragroup conflict   * 1. Gender and diversity   2. Healthy workplace relationships      1. Man/Woman      2. Trainer/trainee      3. Employee/employer      4. Client/service provider      5. Husband/wife      6. Boy/girl      7. Parent/child      8. Sibling relationships   3. Adaptability and flexibility | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| * 1. Maintain professional and personal development | * 1. Personal growth and development   4.1.1 Growth in the job   * + 1. Career mobility     2. Gains and exposure the job gives     3. Net workings     4. Benefits that accrue to the individual as a result of noteworthy performance.   1. Training and career opportunities   4.2.1 Participation in training programs   * + 1. 4.2.2 Serving as Resource Persons in conferences and workshops     2. 4.2.3 Capacity building   1. Training resources      1. Human      2. Financial      3. Technology   2. Licenses and certificates for professional growth and development   3. Recognition in career advancement   4. Pursuing personal and organizational goals   5. Work-life balance   6. Dynamism and on-the-job learning | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| * 1. Apply Problem-solving skills | * 1. Creative, innovative and practical solutions.   5.1.1New ideas   * + 1. Original ideas     2. Different ideas     3. Methods/procedures     4. Processes   5.1.6 New tools   * 1. Independence and initiative in problem identification and solving   2. Problem-solving process   3. Methods of solving problems   Problem analysis and assumptions testing | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |
| * 1. Promote Customer Care | * 1. Identifying customer needs   2. Customer feedback methods      1. Verbal      2. Written      3. Informal      4. Formal   3. Resolving customer concerns   4. Customer outreach programs   Customer retention | * Written assessment * Oral assessment * Third party reports * Portfolio of evidence * Project * Practical |

**Suggested Methods of Instruction**

* Demonstrations
* Simulation/Role play
* Group Discussion
* Presentations
* Projects
* Assignments

**Recommended Resources for 30 trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** | | | |
| 1. | Charts | * Flip Charts | 5 | 1:6 |
| **B** | **Learning Facilities & Infrastructure** | | | |
| 2. | Lecture/Theory Room | (9\* 8 sq. metres) | 1 | 1:30 |
| 3. | Internet Connection | WI-FI, Dial-Up, Cable, Fixed-wireless, | 1 | 1:30 |
| **C** | **Consumable Materials** | | | |
| 4. | Markers | whiteboard markers and permanent markers | 5 | 1:6 |
| 5. | Stationery | Printing Papers,  Foolscaps | 5 reams | 1:6 |
| 6. | Files / folders |  | 30 | 1:1 |
| 7. | Flash disks |  | 5 | 1:6 |
| **D** | **Tools And Equipment** | | | |
| 8. | Computers/Laptops | Any model | 30 | 1:1 |
| 9. | Projector | LED.LCD, Laser | 1 | 1:30 |
| 10. | Whiteboard | Glass, melamine, porcelain | 1 | 1:30 |
| 11. | Staplers |  | 2 | 1:15 |
| 12. | Paper punch |  | 2 | 1:15 |
| 13. | Metallic cabinet |  | 1 | 1:30 |
| 14. | Scanner |  | 2 | 1:15 |
| 15. | Printer |  | 1 | 1:30 |
| 16. | Print toners |  | 2 | 1:15 |
| 17. | Shredding machine |  | 1 | 1:30 |

**References:**

Cottrell, S. (2015). *Skills for success. Personal development and employability*. Palgrave MacMillan

Hill, c. w., & Jones, G.R (2012). *Strategic management: An integrated approach.* Cengage Learning.

**EMPLOYEE TRAINING AND DEVELOPMENT**

**UNIT CODE:** 0413 451 12A

**Duration of Unit: 200 Hours**

**Relationship to Occupational Standards:** This unit addresses the unit of competency: Coordinate Employee Training and Development.

**UNIT DESCRIPTION:**

This unit specifies the competencies required to carry out Training and Development within Human Resource function in an organization. It includes Carrying out Training Needs Assessment, Preparing Training Programs, Coordinating Internal Training and Evaluating the Training Outputs.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Carry Out Training Needs Assessment | **33** |
| 2 | Prepare Employee Training Program | 40 |
| 3 | Coordinate Employee Training | **27** |
| 4 | Evaluate The Training Output | **27** |
| 5 | Maintain Employee Training Records | **73** |
|  |  | **TOTAL 200HRS** |

**Learning Outcomes, Content and Suggested Assessment Methods**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| 1. Carry Out Training Needs Assessment | * 1. Training Objectives   2. Training needs assessment tools      1. Questionnaires      2. Surveys      3. Performance appraisal reports      4. Interviews      5. Complains register      6. Accident reports records   3. Performance appraisal reports   4. Gaps in the performance appraisal report   5. Training Needs Assessment Report   6. Training Needs Assessment Process | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Prepare Employee Training Program | * 1. Training objectives   2. Training methods      1. Demonstration      2. Projects      3. Case study      4. Simulation      5. Role plays      6. Exchange programs   3. Training resources   4. Training schedule   5. Budgetary allocation   6. Training program | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Coordinate Employee Training | * 1. Training resources.   2. Delivery of training   3. Evaluation of the training   4. Prepare training evaluation report. | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 4. Evaluate The Training Output | * 1. Training impact assessment objectives   2. Training impact assessment tools      1. Individual training reports      2. Monitoring and evaluation reports      3. Coaching and mentoring reports   3. Training impact assessment report.   4. Reviewing Training program | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 5. Maintain Employee Training Records | 5.1Documentation of training sessions   * 1. training records      1. Attendance sheet      2. Training course registration      3. Training certificates      4. Training evaluation forms      5. Training logs      6. Training plans   2. record storage   3. tracking and updating training records   monitoring of training compliance | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |

**Suggested Methods of Delivery**

* + Demonstration
  + Practical work by trainees
  + Group discussions
  + Role play
  + Case study
  + Assignments

**Recommended Resources for 30 Trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

1. Textbooks
2. E-learning resources
3. HRM Journals
4. Magazines

# **EMPLOYEE RESOURCING**

**UNIT CODE:** 0413 451 13A

**Duration of Unit:** 160 Hours

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Conduct Employee Resourcing

**UNIT DESCRIPTION**

This unit specifies the competencies required to conduct employee hiring. It involves carrying out human resource planning, conducting recruitment, selection and placement and inducting of new employees.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Carry out Human Resource Planning | **18** |
| 2 | Conduct Job Analysis | **30** |
| 3 | Conduct Employee Recruitment | **18** |
| 4 | Conduct Applicants’ Selection | **23** |
| 5 | Conduct Employee Placement | **35** |
| 6 | Induct New Employees | **18** |
| 7 | Manage Employee Separation | **18** |
|  |  | **TOTAL 160HRS** |

**Learning Outcomes, Content and Suggested Assessment Methods**

| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| --- | --- | --- |
| 1. Carry Out Human Resource Planning | 1. Man power demand and supply forecasting    * 1. Workload forecasting      2. Executive judgement      3. Expansion      4. Statistical technique 2. Short term and long term hiring plans    * 1. Qualification 3. Recruitment solutions    * 1. Talent pool      2. Referral bonuses      3. Employer brand      4. Permanent placement      5. Professional staffing      6. Assessment    1. Methods of manpower planning    2. Procedure of manpower planning    3. Training inventory    4. Age inventory    5. Head count | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 2. Conduct Job Analysis | * 1. Job analysis determination.   2. Job analysis methods/techniques   3. Job description and specification   4. Job analysis reports   5. Job description and review   6. Limitations job analysis | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 3. Conduct Employee Recruitment | * 1. Recruitment methods   2. Recruitment methods selection   3. Selected recruitment method application   4. Receiving applications   5. Types of recruitments   6. Recruitment process | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 4. Conduct Applicants’ Selection | * 1. Shortlisting of candidates   2. Invitations for interviews   3. Employment Interviews      1. Phone interview      2. Face to face interview      3. Online interview   4. Employee selection procedure   5. Employment interview tests | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 5. Conduct Employee Placement | * 1. Successful candidates are informed   2. Employment Offer letters   3. Employment contract   4. Job placement, Job description and specification   5. Job analysis report update   6. Job description and specification review | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 6. Induct New Employees | * 1. Preparation for induction   2. Issuance of induction materials   3. Employee induction procedure   4. Importance of employee induction   5. Types of employee induction | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 7. Manage Employee Separation | * 1. Employee’s separation methods   2. Separation process   3. Exiting employees identification   4. Reasons of employee separation   5. Letter of termination | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |

**Suggested Methods of Delivery**

* + Demonstration
  + Practical work by trainees
  + Group discussions
  + Role play
  + Case study
  + Assignments

**Recommended Resources for 30 Trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1:30 |
|  | Whiteboard |  | 1 | 1:30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1:30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

1. Textbooks
2. E-learning resources
3. HRM Journals

# **MODULE TWO**

**DIGITAL LITERACY**

**UNIT CODE:** 0611 451 01A

**Duration of Unit:** 40 Hours

**Relationship to Occupational Standards.**

This unit addresses the Unit of Competency: Apply Digital Literacy

**Unit Description**

This unit covers the competencies required to demonstrate digital literacy. It involves operating computer devices, solving tasks using the office suite, managing data and information, performing online communication and collaboration, applying cybersecurity skills, and performing jobs online.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Operate computer devices | **6** |
| 2 | Solve tasks using office site | **14** |
| 3 | Manage data and information | **6** |
| 4 | Perform online communication and collaboration | **4** |
| 5 | Apply cybersecurity skills | **4** |
| 6 | Perform online jobs | **4** |
| 7 | Apply job entry techniques | **2** |
|  |  | **Total 40 Hours** |

**Learning Outcomes, Content, and Suggested Assessment Methods**

| **Learning Outcome** | **Content** | **Suggested**  **Assessment Methods** |
| --- | --- | --- |
| 1. Operate Computer Devices | * 1. Meaning and importance of digital literacy   2. Functions and Uses of Computers   3. Classification of computers   4. Components of a computer system   5. Computer Hardware      1. The System Unit E.g. Motherboard, CPU, casing      2. Input Devices e.g. Pointing, keying, scanning, voice/speech recognition, direct data capture devices.      3. Output Devices e.g. hardcopy output and softcopy output      4. Storage Devices e.g. main memory e.g. RAM, secondary storage (Solid state devices, Hard Drives, CDs & DVDs, Memory cards, Flash drives      5. Computer Ports e.g. HDMI, DVI, VGA, USB type C etc.   6. Classification of computer software   7. Operating system functions   8. Procedure for turning/off a computer   9. Mouse use techniques   10. Keyboard Parts and Use Technique   11. Desktop Customization   12. File and Files Management using an operating system   13. Computer Internet Connection Options       1. Mobile Networks/Data Plans       2. Wireless Hotspots       3. Cabled (Ethernet/Fiber)       4. Dial-Up       5. Satellite   14. Computer external devices management       1. Device connections       2. Device controls (volume controls and display properties) | * Practical assessment * Project * Portfolio of evidence * Third party report * Written assessment * Oral assessment |
| 1. Solve Tasks Using Office Suite | * 1. Meaning and Importance of Word Processing   2. Examples of Word Processors   3. Working with word document      1. Open and close word processor      2. Create a new document      3. Save a document      4. Switch between open documents   4. Enhancing productivity      1. Set basic options/preferences      2. Help resources      3. Use magnification/zoom tools      4. Display, hide built-in tool bar      5. Using navigation tools   5. Typing Text   6. Document editing (copy, cut, paste commands, spelling and Grammar check)   7. Document formatting      1. Formatting text      2. Formatting paragraph      3. Formatting styles      4. Alignment      5. Creating tables      6. Formatting tables   8. Graphical objects      1. Insert object (picture, drawn object)      2. Select an object      3. Edit an object      4. Format an object   9. Document Print setup      1. Page layout,      2. Margins set up      3. Orientation.   10. Word Document Printing   11. Meaning & Importance of electronic spreadsheets   12. Components of Spreadsheets   13. Application areas of spreadsheets   14. Using spreadsheet application       1. Parts of Excel screen: ribbon, formula bar, active cell, name box, column letter, row number, Quick Access Toolbar.       2. Cell Data Types       3. Block operations       4. Arithmetic operators (formula bar (-, +, \*, /).       5. Cell Referencing   15. Data Manipulation       1. Using Functions (Sum, Average, SumIF, Count, Max, Max, IF, Rank, Product, mode etc)       2. Using Formulae       3. Sorting data       4. Filtering data       5. Visual representation using charts   16. Worksheet printing   17. Electronic Presentations   18. Meaning and Importance of electronic presentations   19. Examples of Presentation Software   20. Using the electronic presentation application       1. Parts of the PowerPoint screen (slide navigation pane, slide pane, notes, the ribbon, quick access toolbar, and scroll bars).       2. Open and close presentations       3. Creating Slides (Insert new slides, duplicate, or reuse slides.)       4. Text Management (insert, delete, copy, cut and paste, drag and drop, format, and use spell check).       5. Use magnification/zoom tools       6. Apply or change a theme.       7. Save a presentation       8. Switch between open presentations   21. Developing a presentation       1. Presentation views          1. Slides          2. Master slide       2. Text       3. Editing text       4. Formatting       5. Tables   22. Chart       1. Using charts       2. Organization charts   23. Graphical objects       1. Insert       2. manipulate       3. Drawings   24. Prepare outputs       1. Applying slide effects and transitions       2. Check and deliver       3. Spell check a presentation       4. Slide orientation       5. Slide shows, navigation   25. Print presentations (slides and handouts) | * Practical assessment * Project * Portfolio of evidence * Third party report * Written assessment * Oral assessment |
| 1. Manage Data and Information | * 1. Meaning of Data and information   2. Importance and Uses of data and information   3. Types of internet services      1. Communication Services      2. Information Retrieval Services      3. File Transfer      4. World Wide Web Services      5. Web Services      6. Automatic Network Address Configuration      7. Newsgroup      8. Ecommerce   4. Types of Internet Access Applications   5. Web browsing concepts      1. Key concept      2. Security and safety   6. Web browsing      1. Using the web browser      2. Tools and setting      3. Clearing Cache and cookies      4. URIs      5. Bookmarks      6. Web outputs   7. Web based information      1. Search      2. Critical evaluation of information      3. Copyright, data protection   8. Downloads Management   9. Performing Digital Data Backup (Online and Offline)   10. Emerging issues in internet | * Portfolio of Evidence * Project * Written assessment * Practical assessment * Oral assessment |
| 1. Perform Online Communication And Collaboration | * 1. Netiquette principles   2. Communication concepts      1. Online communities      2. Communication tools      3. Email concepts   3. Using email      1. Sending email      2. Receiving email      3. Tools and settings      4. Organizing email   4. Digital content copyright and licenses   4/5 Online collaboration tools  4,5.1 Online Storage (Google Drive)   * + 1. Online productivity applications (Google Docs & Forms)     2. Online meetings (Google Meet/Zoom)     3. Online learning environments     4. Online calendars (Google Calendars)     5. Social networks (Facebook/Twitter - Settings & Privacy)   1. Preparation for online collaboration      1. Common setup features      2. Setup   2. Mobile collaboration      1. Key concepts      2. Using mobile devices      3. Applications      4. Synchronization | * Portfolio of Evidence * Project * Written assessment * Practical assessment * Oral assessment |
| 1. Apply Cybersecurity Skills | * 1. Data protection and privacy      1. Confidentiality of data/information      2. Integrity of data/information      3. Availability of data/information   2. Internet security threats      1. Malware attacks      2. Social engineering attacks      3. Distributed denial of service (DDoS)      4. Man-in-the-middle attack (MitM)      5. Password attacks      6. IoT Attacks      7. [Phishing Attacks](https://onlinedegrees.sandiego.edu/top-cyber-security-threats/#phishing-attacks)      8. [Ransomware](https://onlinedegrees.sandiego.edu/top-cyber-security-threats/#ransomware)   3. Computer threats and crimes   4. Cybersecurity control measures      1. Physical Controls      2. Technical/Logical Controls (Passwords, PINs, Biometrics)      3. Operational Controls   5. Laws governing protection of ICT in Kenya      1. The Computer Misuse and Cybercrimes Act No. 5 of 2018      2. The Data Protection Act No. 24 Of 2019 | * Portfolio of Evidence * Project * Written assessment * Practical assessment * Oral assessment |
| 1. Perform Online Jobs | * 1. Introduction to online working   2. Types of online Jobs   3. Online job platforms      1. Remotask      2. Data annotation tech      3. Cloud worker      4. Upwork      5. Oneforma      6. Appen   4. Online account and profile management   5. Identifying online jobs/job bidding   6. Online digital identity   7. Executing online tasks   8. Management of online payment accounts. | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 1. Apply job entry techniques | * 1. Types of job opportunities      1. Self-employment      2. Service provision      3. product development      4. salaried employment   2. Sources of job opportunities   3. Resume/ curriculum vitae      1. What is a CV      2. How long should a CV be      3. What to include in a AC      4. Format of CV      5. How to write a good CV      6. Don’ts of writing a CV   4. Job application letter      1. What to include      2. Addressing a cover letter      3. Signing off a cover letter   5. Portfolio of Evidence      1. Academic credentials      2. Letters of commendations      3. Certification of participations      4. Awards and decorations   6. Interview skills      1. Listening skills      2. Grooming      3. Language command      4. Articulation of issues      5. Body language      6. Time management      7. Honesty   7. Generally knowledgeable in current affairs and technical area | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |

**Suggested Methods Instruction**

* Practical
* Demonstrations
* Project
* Group discussion
* Direct instruction

**Recommended Resources for 30 Trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
| 1. | Printers |  | 2 pcs | 2:30 |
| 2. | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
| 3. | Mobile phones |  | 10 | 10:30 |

**References**:

*Digital literacy framework* by future Learn. [www.futurelearn.com](http://www.futurelearn.com)

Pegrum, M., Hockly, N., & Dudeney,G (2022). *Digital literacies* (2nd ed.). Routledge

# **ENTREPRENEURIAL SKILLS**

**UNIT CODE:** 0413 451 03A

**UNIT DURATION:** 40 Hours

**Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Apply Entrepreneurial Skills

**Unit Description**

This unit covers the competencies required to demonstrate an understanding of entrepreneurship. It involves applying financial literacy, applying entrepreneurial concepts identifying entrepreneurship opportunities, applying business legal aspects, and innovating business strategies and developing business plans.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
| **S/No** | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Apply financial literacy skills | **6** |
| 2 | Apply the entrepreneurial concepts | **4** |
| 3 | Identify entrepreneurship opportunities | **6** |
| 4 | Apply business legal aspects | **6** |
| 5 | Innovate business strategies | **6** |
| 6 | Develop a business plan | **12** |
|  |  | **Total 40 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| * 1. Apply financial literacy skills | * 1. Sources of personal funds   1.1.1Salary/Wages  1.1.2Investments   * + 1. Savings     2. Inheritance     3. Government Benefits   1. Sources of business funds   1.2.1Equity Financing  1.2.2Debt Financing,  1.2.3PersonalSavings/Investment  1.2.4Retained Earnings  1.2.5Grants and Subsidies  1.2.6Crowdfunding  1.2.7supplier Credit:  1.2.8Leasing and Asset Financing   * 1. Personal finance management   2. Savings management   3. Debt management   4. Investment decisions   5. Insurance services | * Project * Written assessment * Third party report * Interviews * POE evaluation |
| 2.Apply entrepreneurial concept | * 1. Difference between entrepreneurs and business persons   2. Types of entrepreneurs   2.2.1Innovators  2.2.2Imitators  2.2.3Craft  2.2.4Opportunistic  2.2.5Speculators   * 1. Ways of becoming an entrepreneur   2. Characteristics of Entrepreneurs   2.4.1Creative  2.4.2Innovative  2.4.3Planner  2.4.4Risk taker  2.4.5Networker  2.4.6Confident  2.4.7Flexible  2.4.8Persistent  2.4.9Patient  2.4.10Independent  2.4.11Future oriented  2.4.12Goal oriented   * 1. Salaried employment and self-employment   2. Requirements for entry into self-employment   2.6.1Technical skills  2.6.2Management skills  2.6.3Entrepreneurial skills  2.6.4Resources  2.6.5Infrastructure   * 1. Roles of an Entrepreneur in an enterprise   2. Contributions of Entrepreneurship | * Project * Written assessment * Third party report * Interviews * POE evaluation |
| 3.Identify entrepreneurship opportunities | * 1. Sources of business ideas   2. Factors to consider when evaluating business opportunity   3. Evaluation of entrepreneurial opportunities   4. Generation of business ideas and opportunities   5. Business life cycle | * Project * Written assessment * Third party report * Interviews * POE evaluation |
| 4.Apply business legal aspects | * 1. Forms of business ownership   4.1.1Sole proprietorship  4.1.2Partnership  4.1.3Limited companies  4.1.4Cooperatives  4.2 Business registration and licensing processing  4.3 Types of contracts and agreements  4.4 Employment laws  4.5 Taxation laws | * Project * Written assessment * Third party report * Interviews * POE evaluation |
| 5.Innovate business Strategies | 5.1 Innovative business strategies  5.2 Creativity in business development  5.3 Innovative business standards  5.3.1New products  5.3.2New methods of production  5.3.3New markets  5.3.4New sources of supplies  5.3.5Change in industrialization  5.4Entrepreneurial Linkages   * 1. ICT in business growth and development | * Project * Written assessment * Third party report * Interviews * POE evaluation |
| 6.Develop Business Plan | 6.1 Description of business idea  6.2 Business description  6.3 Marketing plan  6.4 Organizational/Management plan  6.5 Production/operation plan  6.6 Financial plan  6.7 Executive summary  6.8 Business plan presentation  6.9 Business idea incubation | * Project * Written assessment * Third party report * Interviews * POE evaluation |

**Suggested Methods of Instruction**

* Direct instruction with active learning strategies
* Project (Business plan)
* Case studies
* Field trips
* Group Discussions
* Demonstration
* Question and answer
* Problem solving
* Experiential
* Team training
* Guest speakers

**Recommended Resources for 30 trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** | | | |
| 1. | Charts | * Flip Charts | 5 | 1:6 |
| **B** | **Learning Facilities & Infrastructure** | | | |
| 2. | Lecture/Theory Room | (9\* 8 sq. metres) | 1 | 1:30 |
| 3. | Internet Connection | WI-FI, Dial-Up, Cable, Fixed-wireless, | 1 | 1:30 |
| **C** | **Consumable Materials** | | | |
| 4. | Markers | whiteboard markers and permanent markers | 5 | 1:6 |
| 5. | Stationery | Printing Papers,  Foolscaps | 5 reams | 1:6 |
| 6. | Files / folders |  | 30 | 1:1 |
| 7. | Flash disks |  | 5 | 1:6 |
| **D** | **Tools And Equipment** | | | |
| 8. | Computers/Laptops | Any model | 30 | 1:1 |
| 9. | Projector | LED.LCD, Laser | 1 | 1:30 |
| 10. | Whiteboard | Glass, melamine, porcelain | 1 | 1:30 |
| 11. | Staplers |  | 2 | 1:15 |
| 12. | Paper punch |  | 2 | 1:15 |
| 13. | Metallic cabinet |  | 1 | 1:30 |
| 14. | Scanner |  | 2 | 1:15 |
| 15. | Printer |  | 1 | 1:30 |
| 16. | Print toners |  | 2 | 1:15 |
| 17. | Shredding machine |  | 1 | 1:30 |

**References**

Kuratko, D. F (2016). *Entrepreneurship: Theory and practice* (10th ed.). Cengage Learning

Scarborough, N.M., & Cornwall, J.R. (2018). *Essentials of entrepreneurship and small business management.* Pearson

**HUMAN RESOURCE RECORDS**

**UNIT CODE:** 0413 451 14A

Duration of Unit: 160 Hours

**Relationship to Occupational Standards.**

This unit addresses the Unit of Competency: Manage Human Resource Records.

**UNIT DESCRIPTION:**

This unit covers the competencies required to manage human resource records. It involves creating human resource files, establishing human resource records and filing system, maintaining human resource records, retrieving human resource records, managing human resource information system and conducting human resource records appraisal.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Create Human Resource Files | **31** |
| 2 | Establish Human Resource Records and Filing Systems | 20 |
| 3 | Maintain Human Resource Records | **31** |
| 4 | Retrieve Human Resource Records | **20** |
| 5 | Operate Human Resource Information System | **21** |
| 6 | Conduct Human Resource Records Appraisal | **37** |
|  |  | **Total 160 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| --- | --- | --- |
| 1. Create Human Resource Files | * 1. Record management policy   2. Types of human resource records      1. Bio data      2. Employment details      3. Compensation and benefits      4. Performance and development      5. Employment history      6. Attendance      7. Payroll records      8. Training and development      9. Legal and compliance records      10. Correspondences and communication      11. Termination and separation documents   3. Collection of human resource data      1. Methods of data collection      2. Data analysis methods   4. Data accuracy   5. Recording form   6. Creation of physical/digital human resource record | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 2. Establish Human Resource Records and Filing Systems | * 1. Filing systems      1. Alphabetical      2. Numerical      3. Decimal      4. Geographical   2.2Filing system Resources   * + 1. File cabinets     2. File folders     3. Label makers     4. Document management software     5. Cloud storage services     6. Scanner     7. Shredder     8. Indexing system   1. Assessment of Filing space   2. Establishing Filing systems      1. Subject/category      2. Alphabetical      3. Numerical      4. Chronological      5. Geographical      6. Digital/Physical      7. Hybrid | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 3.Maintain Human Resource Records | * 1. Human Resource records indexing   2. Creation of Storage systems      1. Lateral file cabinet      2. Vertical file cabinet      3. Mobile file cabinet      4. Fireproof file storage cabinet      5. Shelving system – open or closed      6. Digital storage   3. Allocation of storage system resources   4. Physical securing of records   5. Employee training on confidentiality   6. Documents archival procedure | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 4.Retrieve Human Resource Records | * 1. Records retrieval policy   2. Document retrieval procedure   3. Execution of human resource records.   4. Monitoring of record circulation | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 5. Operate Human Resource Information System | * 1. Creation of Human resource database   2. Automation of Human resource processes   3. Maintenance of Human resource information system   4. Reviewing of Human resource information system | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 6. Conduct Human Resource Records Appraisal | * 1. categorization of Human Resource records   2. Determination of records retention period.   3. Human resource record retention schedule.   4. Classification of disposition records   5. Securing of human resource records   6. Monitoring access of human resource records   7. Periodical Review of Records appraisal criteria | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |

**Suggested Methods of Delivery**

* + Demonstration
  + Practical work by trainees
  + Group discussions
  + Role play
  + Case study
  + Assignments

**Recommended Resources for 30 trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

1. Text books
2. Journals
3. E-books
4. Magazines

**EMPLOYEE PERFORMANCE MANAGEMENT**

**UNIT CODE:** 0413 451 15A

**Duration of Unit:** 160 Hours

**Relationship to Occupational Standards:** This unit addresses the Unit of Competency: Coordinate Employee Performance Management.

**UNIT DESCRIPTION:**

This unit specifies the competencies required to coordinate performance management. It involves coordinating development of organizational work plan, coordinating performance evaluation and coordinating performance appraisal.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Coordinate Development of Organizational Work Plan | **27** |
| 2 | Coordinate Performance Evaluation | **53** |
| 3 | Coordinate Performance Appraisal | **80** |
|  |  | **Total 160 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| --- | --- | --- |
| 1. Coordinate Development of Organizational Work Plan | * 1. Departmental objectives   2. Setting individual targets   3. Resources requirement | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Coordinate Performance Evaluation | * 1. Monitoring individual performance   2. Evaluation of performance target      1. Job classification      2. Factor comparison      3. Job ranking      4. Market pricing      5. Paired comparison ranking      6. Analytical matching   3. Performance evaluation report | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Coordinate Performance Appraisal | * 1. Methods of performance appraisal      1. Management by Objectives      2. Rating method      3. 360-degree feedback      4. Critical incident appraisal      5. Work standards approach      6. Ranking method      7. Open- ended method      8. Essay appraisal   2. Performance appraisal process   3. Performance appraisal feedback   4. Motivation, sanction and interventions   5. limitations of performance appraisal   6. Employee performance improvement strategies      1. Coaching      2. Mentoring      3. Training      4. Recognition      5. Collaboration and teamwork   7. Goal setting | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |

**Suggested Methods of Delivery**

* Demonstration
* Practical work by trainees
* Group discussions
* Role play
* Case study
* Assignments

**Recommended Resources for 30 Trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1:30 |
|  | Whiteboard |  | 1 | 1:30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1:30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

Textbooks

E-learning resources

HRM Journals

Magazines

# **MODULE THREE**

**PRINCIPLES OF COMMERCIAL LAW**

**UNIT CODE:** 0421 451 05A

**Duration of Unit: 100 Hours**

**Relationship to Occupational Standards**; this unit addresses the Unit of Competency: Apply Principles of Commercial Law

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply principles of commercial law; It involves demonstrating an understanding of nature of law, Illustrating the structure of court system in Kenya, applying law of tort, law of contract, law of sale of goods, hire purchase contracts, law of agency, law of negotiable instruments, the law of insurance and the law of property.

**Learning outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Demonstrate Understanding of Nature of Law | **10** |
| 2 | Illustrate Structure of Court System In Kenya | **8** |
| 3 | Apply law of Tort | **10** |
| 4 | Apply law of Contract | **10** |
| 5 | Apply law of Agency | **12** |
| 6 | Apply law of Sale of Goods | **10** |
| 7 | Apply hire purchase contracts | **10** |
| 8 | Apply law of negotiable instruments | **10** |
| 9 | Apply law of insurance | **10** |
| 10 | Apply law of property | **10** |
|  |  | **TOTAL 100HRS** |

**Learning Outcomes, Content and Suggested Assessment Methods**

|  |  |  |
| --- | --- | --- |
| **Learning outcome** | **Content** | **Suggested Assessment Methods** |
| 1. Demonstrate Understanding of Nature of Law | * 1. Nature of law   2. Purpose of law   3. Sources of law.      1. Constitution      2. Legislation      3. Common law      4. Equity      5. African customary law      6. Islamic law   4. Classifications of Commercial Law      1. Written and unwritten      2. National and international      3. Public and private      4. Substantive and procedural      5. Criminal and civil   5. Comparison between Law and Morality | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Illustrate Structure Of Court System In Kenya | * 1. Court structure in Kenya   2. Composition of Kenyan courts      1. Supreme Court      2. Court of Appeal      3. High Court      4. Employment and Labour Relations Court      5. Environment and Land Court      6. Magistrates Court      7. Court Martial      8. Kadhis’ Court   3. Jurisdiction of Courts.      1. Original      2. Appellate      3. Territorial.      4. Pecuniary   4. Procedure of appointment and removal of magistrates and judges   5. Tribunals   6. The role of the JSC, AG, LSK, and ODPP in the Kenyan legal system. | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Apply Law Of Tort | * 1. Nature of tortuous liability   2. Tort, crime vs breach of contract   3. Capacity to sue /be sued by the law of tort.   4. Types of tort.      1. Negligence      2. Defamation      3. Nuisance      4. Trespass   5. General defences in tort   6. Elements of tort | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Apply Law Of Contract | * 1. Essential of a valid contract      1. Offer      2. Acceptance      3. Capacity      4. Intention      5. Consideration      6. Legality   2. Types of Contracts      1. Specialty/written      2. Simple contracts      3. Contracts under seal      4. Contracts requiring written evidence      5. Evidence in Writing   3. Methods of discharging a contract.      1. Express agreement      2. Performance      3. Breach      4. Impossibility/doctrine of frustration      5. Operation of law   4. Remedies of breach of a contract      1. Equitable doctrine of part performance   5. Terms of contract      1. Express      2. Implied | * Portfolio of Evidence * Third party report * Oral questions * Practical assessment * Written assessment |
| 1. Apply Law Of Agency | * 1. Formation and classification of agents      1. General agent      2. Special agent   2. Agents’ authority   3. Duties of agents      1. Performance      2. Obedience      3. Care and skill      4. Estoppel      5. Account      6. Personal performance   4. Rights of Agents      1. Rights to sue      2. Right to lien   5. Methods of terminating an agency.      1. Agreement      2. Withdraw      3. Death      4. Performance      5. Lapse of time      6. Insanity      7. Bankruptcy | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Apply Law of Sale of Goods | * 1. Sale and agreement to sell   2. Capacity to buy and sell.   3. Terms of Sale of Goods.      1. Conditions      2. Warranties   4. Caveat emptor      1. Meaning Of Caveat Emptor      2. Exception To Caveat Emptor   5. Factors affecting the transfer of title.   6. Rights of parties in the sale of goods.   7. Auction process.   8. Duties of the seller   9. Duties of the buyer. | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Apply Hire Purchase Contracts. | * 1. Nature of Hire Purchase   2. Hire purchase agreement.   3. Conditions of Terminating Hire Purchase Agreement.   4. Completion of hire purchase agreement. | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Apply Law Of Negotiable Instruments | * 1. Negotiable instruments.      1. Cheques      2. Bill of exchange      3. Promissory note   2. Characteristics of negotiable instruments.   3. Elements of negotiable instruments. | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Apply Law Of Insurance | * 1. Insurance contracts      1. Elements of insurance.   2. Principles of insurance.      1. Utmost good faith.      2. Subrogation      3. Indemnity      4. Proximate cause      5. Third party insurance      6. Re-instatement.      7. Salvage.      8. Contribution and appointment.   3. Formation of insurance contract   4. Requirement for insurance contract.   5. Discharge of insurance contract. | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |
| 1. Apply Law of Property. | * 1. Classifications of property      1. Real and personal      2. Movable      3. Immovable      4. Tangible      5. Intangible   2. Land interest.   3. Intellectual property.      1. Patents      2. Trademarks      3. Copyrights      4. Industrial designs | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |

**Suggested Methods of Delivery**

1. Demonstration
2. Practical work by trainee
3. Fieldwork and benchmarking
4. Group discussions
5. Case studies
6. Role play

**Recommended Resources for 30 Trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

1. Organization operating procedures
2. Industry/workplace codes of practice
3. Text books
4. Human resource management journals
5. Magazines
6. E-learning resources

**MANAGEMENT SKILLS**

**UNIT CODE:** 0413 451 07A

**Duration of unit:60hrs**

**Relationship to occupational standards**

This unit addresses the unit of competency: Apply Management Skills.

**UNIT DESCRIPTION**

This unit describes competencies required to effectively apply management principles in the workplace. It covers applying planning principles, organizing principles, directing principles and coordinating principles.

**Learning outcomes**

|  |  |  |
| --- | --- | --- |
|  | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Apply planning principle | **15** |
| 2 | Apply organizing principle | **15** |
| 3 | Apply directing principle | **15** |
| 4 | Apply coordinating principle | **15** |
|  |  | **Total 60 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Suggested**  **Assessment**  **Methods** |
| * + - 1. 1. Apply planning principle | * 1. Goals and objectives      1. Innovation and adaptability      2. Customer satisfaction      3. Employee engagement and development      4. Achieve sustainable growth      5. Ensure financial growth and profitability      6. Identify opportunities for growth and diversification   2. Work plans      1. Creating timelines      2. Break down the project into specific tasks      3. Identifying resources required      4. Identifying potential risks and challenges      5. Process for seeking approvals   3. Monitoring of work progress   4. Principles of planning      1. Vision and mission      2. Data-driven decision making      3. Flexible plans      4. Transparency in decision making      5. Fair and equitable decision making   5. Steps in planning process   6. Barriers to planning   7. Guidelines to avoiding barriers   8. Management by objectives   9. Types of plans      1. Tactical plans      2. Strategic plans   Operational plans | * Interviews * Written assessment * POE * Practical assessment * Project * Third party report |
| * + - 1. 2. Apply organizing principle | * 1. Office goals and objectives   2. Office tasks and responsibilities   3. Monitoring of progress   4. Process of organization   5. Organizing components   6. Authority and responsibility   7. Organization structures      1. Product line structure      2. Matrix structure      3. Geographical-based structure   8. Delegation   9. Centralization and decentralization   Principles of organization | * Interviews * Written assessment * POE * Practical assessment * Project * Third party report |
| 3.Apply directing principle | * 1. Orders and instructions   2. Staff Supervision   3. Exchange of opinions and ideas   4. Characteristics of successful leaders   5. Leadership roles   6. Theories   7. Leadership styles      1. Bureaucratic leadership      2. Charismatic leadership      3. Situational leadership      4. Autocratic leadership   Communication structures | * Interviews * Written assessment * POE * Practical assessment * Project * Third party report |
| 4. Apply coordinating principle | 4.1 Work schedules creation  4.2 Roles and responsibilities  4.3 Rewards and recognition | * Interviews * Written assessment * POE * Practical assessment * Project * Third party report |

**Suggested Methods of Instruction**

* Demonstration
* Practical work by trainee
* Fieldwork and benchmarking
* Group discussions
* Role plays
* Case studies

**Recommended Resources for 30 trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** | | | |
|  | Charts | * Flip Charts * Rules and Regulations | 5 | 1:6 |
|  | External Storage Media | Flash disks, Compact Disks; Re-Writable | 5 | 1:6 |
|  | Smart board (Where Applicable) | LCD or projector | 1 | 1:30 |
|  | Whiteboard | Glass, melamine, porcelain | 1 | 1:30 |
| **B** | **Learning Facilities & Infrastructure** | | | |
|  | Lecture/Theory Room | (9\* 8 sq. metres) | 1 | 1:30 |
|  | Internet Connection | System | 1 | 1:30 |
| **C** | **Consumable Materials** | | | |
|  | Markers | Whiteboard markers and permanent Markers | 5 | 1:6 |
|  | Printing Papers | Sizes A4, A3, A2 etc | 5 reams | 1:6 |
| **D** | **Tools And Equipment** | | | |
|  | Desktops | Any model | 30 | 1:1 |
|  | Printer | Inkjet, LaserJet | 2 | 1:15 |
|  | Computers Software: | •Windows/Linux/Macintosh Operating System  •Microsoft Office Software  •Google Workspace Account  Antivirus Software | 1 | 1:1 |

**References**

* Organization operating procedures
* Industry/workplace codes of practice
* Cooperative societies act
* Sacco societies act
* Text books
* Cooperative society journals
* Magazines
* E-learning resources
* Occupational standards

**BUSINESS MATHEMATHICS AND STATISTICS**

**UNIT CODE:** 0588 451 06A

**Duration of Unit:** 100hours

**Relationship to Occupational Standards**: this unit addresses the Unit of Competency: Apply Business Calculations and Statistics.

**UNIT DESCRIPTION**

This unit specifies the competencies required to Apply Business Mathematics and Statistics to Solve Business Problems. It involves Applying Statistical Equations, Applying Statistical Matrices, Working out Commercial Mathematics, Carrying out Elementary Statistics, and Carrying out Descriptive Statistics, Applying Set Theory, Applying Basic Probability Theory and Using Index Numbers.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
| **S/No** | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Work-Out Commercial Mathematics | **10** |
| 2 | Apply Statistical Equations | **10** |
| 3 | Apply Statistical Matrices | **18** |
| 4 | Carry Out Elementary Statistics | **14** |
| 5 | Carry Out Descriptive Statistics | **12** |
| 6 | Apply Set Theory | **10** |
| 7 | Apply Basic Probability Theory | **10** |
| 8 | Use Index Numbers | **16** |
|  |  | **TOTAL 100HRS** |

**Learning Outcomes, Content and Suggested Assessment Methods**

|  |  |  |
| --- | --- | --- |
| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| 1. Work-Out Commercial Mathematics | 1.1 Types of discounts  1.1.1 Cash discount  1.1.2 Trade discount  1.1.3 Quantity discount  1.2 Commissions  1.3 Methods of calculating wages  1.3.1 Piece rate  1.3.2 Hourly rate  1.4 Computing wages and salaries  1.5 Basics of simple and compound interest  1.5.1 Finding principal, rate and time using simple and compound interest formula  1.6 Profit margin and Mark-ups  1.7 Gross pay and net pay calculation  1.8 Depreciation and appreciation of assets  1.9 Determining hire purchase price  1.10 Computation of foreign exchange transactions | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 2. Apply Statistical Equations | 2. 1 Solving linear equations with one or more variables  2.2 Solving quadratic equations  2.2.1 Formula method  2.2.2 Factorization  2.3 Simultaneous equations solutions  2.3.1 Substitution method  2.3.2 Elimination method  2.3.3 Matrix method  2.4 Computation of breakeven analysis  2.5 Calculus  2.5.1 Differentiation  2.5.2 Integration  2.6 Total revenue, total cost and profit equations formulation | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 3. Apply Statistical Matrices | 3.1 Notations  3.2 Operations of matrices  3.2.1 Addition  3.2.2 Subtraction  3.2.3 Division  3.2.4 Multiplication  3.3 Solving a 2\*2 matrix  3.4 Determinants of a 2\*2 matrix  3.5 Inverse of a 2\*2 matrix  3.6 Application of matrices in solving business operations | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 4. 4. Carry Out Elementary Statistics | 4.1 Introduction to data collection  4.2 Methods of data collection  4.2.1 Primary  4.2.2 Secondary Data  4.3 Sampling techniques  4.3.1 Probability  4.3.2 non-probability  4.4. Methods of data presentation  4.4.1 Tables and diagrams  4.4.1.1.Frequency distribution table  4.4.1.2.Bar charts  4.4.1.3 Pie charts  4.4.1.4 Histogram  4.4.1.5 frequency polygons  4.4.2 Types of graphs  4.4.2.1 Basic time series graphs  4.4.2.2 z-charts  4.4.2.3 Lorenz curves  4.4.2.4 Semi-log graphs  4.5 Cumulative frequency curves (OGIVE) | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 5. Carry Out Descriptive Statistics | 5.1 Measures of central tendency  5.1.1 Mean  5.1.2 Mode  5.1.3 median  5.2 Measures of dispersion  5.2.1 Variance  5.2.2 Standard deviation  5.3 Measures of skewness  5.4 Measures of kurtosis | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 6. Apply Set Theory | 6.1 Basic set definitions  6.1.1.Set  6.1.2 Element  6.1.3 Empty set  6.2 Operations on sets  6.2.1 Union  6.2.2 Intersection  6.2.3 Difference  6.2.4 Symmetric difference  6.3 Venn diagrams  6.4 Application of set theory | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 7. Apply Basic Probability Theory | 7.1 Probability events  7.2 Types of events  7.2.1 Simple  7.2.2 Compound  7.2.3 Mutually exclusive  7.2.4 Independent  7.2.5 dependent  7.3 Application of rules of probability  7.4 Application of Bayes’ Theorem  7.5 Drawing probability trees  7.6 Application of probability | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 8. Use Index Numbers | 8.1 Formulae for computing index numbers  8.2 Computation of index numbers  8.2.1 Lapser’s  8.2.2 Paasche’s  8.2.3 Fisher’s ideal  8.2.4 Marshal  8.3 Application of index numbers in decision making | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |

**Suggested Methods of Delivery**

* + Practical work by trainees
  + Group discussions
  + Role play
  + Case study
  + Assignments

**Recommended Resources for 30 trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**EMPLOYEE RELATIONS**

**UNIT CODE:** 0413 451 16A

Duration of Unit: 100 Hours

**Relationship to Occupational Standards.**

This unit addresses the Unit of Competency: Manage Employee Relations.

**UNIT DESCRIPTION:**

This unit covers the competencies required to provide employee relation services. It involves registering employee grievances, coordinating employee welfare programs and maintaining employee communication channels.

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
| **S/No** | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Manage Collective Bargaining | **22** |
| 2 | Conduct Career Progression | **30** |
| 3 | Coordinate Employees’ Welfare Programs | **24** |
| 4 | Handle Grievances and Disputes | **24** |
|  |  | **Total 100 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| --- | --- | --- |
| 1. Handle grievances and disputes | * 1. Employee grievance procedure      1. Meaning of Grievances      2. Causes of employees grievances      3. Employees grievance procedure   2. identifying Channels for submitting grievances      1. Direct report to line managers/supervisor/ employee relations      2. Suggestion box      3. Union or employee representative      4. Formal grievance forms      5. Whistle blower      6. Ombudsman   3. Documentation of Employee Grievances   4. Classification of employee grievances      1. Nature of grievance: Individual Vs collective      2. Subject matter: Salary and wage related, work environment, disciplinary harassment and discrimination, work load related, benefits and leaves      3. Severity: Minor Vs Major      4. Frequency: occasional or persistent Nature of grievance: Individual Vs collective | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment * Third party report |
| 1. Manage Collective Bargaining | * 1. Collective Bargaining agreement   2. Collective bargaining procedure   3. Collective bargaining agreement      1. Meaning      2. Content      3. Negotiation skills   4. Limitations of collective bargaining   5. Types of collective bargaining | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 1. Coordinate Employee Welfare Programs | * 1. Employees welfare programs      1. Health and wellness program      2. Work life balance program      3. Financial wellbeing program      4. Paid time off      5. Flexible time arrangement      6. Family friendly benefits      7. Education assistance   2. Employee welfare programs communication channels      1. Employee handbook and manuals      2. Intranet and websites      3. Internal newsletters and announcement      4. Posters and flyers      5. Company meetings      6. Social media and digital platforms      7. Employee resource groups      8. Workshop and training sessions   3. Employee welfare programs communication channel needs are identified,   4. Employee welfare programs channels reviews and updates.   5. Employee welfare programs communication channels monitoring and evaluation   6. Promotion of employee welfare program communication channels.   7. Documentation of employee welfare program participation. | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |

|  |  |  |
| --- | --- | --- |
| 1. Conduct Career Progression | * 1. Guidelines of career Progression   2. Identify vacancies   3. Identifying employee eligible for promotion   4. Promotion process   5. Career progression methods | * Practical assessment * Written assessment * Portfolio of Evidence * Third party report * Oral questions |

**Suggested Methods of Delivery**

* + Demonstration
  + Practical work by trainees
  + Group discussions
  + Role play
  + Case study
  + Assignments

**Recommended Resources for 30 trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

1. Text books
2. Journals
3. E-books
4. magazines

**EMPLOYEE SEPARATION**

**UNIT CODE:** 0413 451 17A

Duration of Unit: 100 Hours

**Relationship to Occupational Standards.**

This unit addresses the Unit of Competency: Undertake Employee Separation

**UNIT DESCRIPTION:**

This unit covers the competencies required to undertake employee separation. It involves classifying existing employees, identify employees exiting the service, issuing exit documents, processing retirement benefits and claims, and conducting exit interviews

**Summary of Learning Outcomes**

|  |  |  |
| --- | --- | --- |
| **S/No** | **ELEMENTS** | **DURATION (HOURS)** |
| 1 | Classify Existing Employees. | **18** |
| 2 | Identify Employees Exiting The Service | **24** |
| 3 | Issue Exit Documents | **18** |
| 4 | Process Employee Retirement Benefits and Claims | **18** |
| 5 | Conduct Exit Interviews | **22** |
|  |  | **Total 100 Hours** |

**Learning Outcomes, Content and Suggested Assessment Methods**

| **Learning Outcome** | **Content** | **Suggested Assessment Methods** |
| --- | --- | --- |
| 1. Classify Exiting Employees | * 1. Organization separation policy   2. Voluntary separation methods      1. Resignation      2. Voluntary Retirement      3. Early retirement      4. Voluntary buyout      5. Mutual agreement   3. Involuntary separation methods      1. Layoff      2. Termination for cause      3. Redundancy      4. Contract non-renewal      5. Retrenchment      6. Involuntary retirement      7. Dismissal   4. Alternative work arrangement options   5. Employees separation methods are documented | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 1. Identify Employees Exiting the Service | * 1. Employee Terms of service   2. Determination of employee whose terms of employment are coming to an end   3. Documentation of employees exiting the service   4. Notices of exit issue   5. Employees exiting the service due to natural causes      1. Relocation      2. Health issues      3. Family responsibilities      4. Education pursuits      5. Career change      6. Personal reasons      7. Death      8. Disability   2.6 Exit Reports preparation  2.7 Exit Reports submission | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 1. Issue Exit Documents | * 1. Notification of Exiting employees   2. Issuance of termination letters   3. Exit service documents      1. Resignation letter      2. Clearance form      3. Non- disclosure and confidentiality agreement      4. Exit documentation checklist   4. Collection of complete exit service documents   5. Receiving of exit documents from the next of kin of employees | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 1. Process Employee Retirement Benefits and Claims | * 1. Filling of Pension forms   2. Submission of Gratuity documents   3. Filling of gratuity forms   4. Submission of gratuity documents   5. Payment of benefits and claims. | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |
| 1. Conduct Exit Interviews | * 1. Exit interviews      1. Structured exit interview      2. Unstructured exit interview      3. Telephone or virtual exit interview      4. Group exit interview      5. Exit survey with ratings   2. Exit interviews tools   3. Exit interviews procedure   4. Exit interviews data analysis.      1. Quantitative method      2. Qualitative method   5. Preparation of exit report   6. Submission of Exit interview reports | * Practical assessment * Portfolio of Evidence * Project * Written assessment * Oral assessment |

**Suggested Methods of Delivery**

* + Demonstration
  + Practical work by trainees
  + Group discussions
  + Role play
  + Case study
  + Assignments

**Recommended Resources for 30 trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

1. Text books
2. Journals
3. E-books
4. magazines

**Suggested Methods of Delivery**

1. Demonstration
2. Practical work by trainee
3. Fieldwork and benchmarking
4. Group discussions
5. Case studies
6. Role play

**Recommended Resources for 30 Trainees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/No.** | **Category/Item** | **Description/ Specifications** | **Quantity** | **Recommended Ratio**  (Item: Trainee) |
| **A** | **Learning Materials** |  |  |  |
|  | Textbooks |  | 5 pcs | 1:6 |
|  | PowerPoint presentations | For trainer’s use |  |  |
|  | Projector |  | 1 | 1;30 |
|  | Whiteboard |  | 1 | 1;30 |
|  | Report writing templates |  |  |  |
|  | Rolls flip charts |  | 1 | 1;30 |
|  | Assorted color of whiteboard markers | For trainers Use |  |  |
| **B** | **Learning Facilities & infrastructure** |  |  |  |
|  | Lecture/theory room |  | 1 | 1:30 |
|  | Computer Laboratory |  | 1 | 1:30 |
| **C** | **Consumable materials** |  |  |  |
|  | Assorted whiteboard markers |  | 30 | 1:1 |
|  | Internet connection |  | 200 mbps | - |
|  | Antivirus Software |  |  | - |
|  | Printing Papers |  | Enough | - |
|  | External storage media |  | 1 tb | - |
| **D** | **Tools and Equipment** |  |  |  |
|  | Printers |  | 2 pcs | 2:30 |
|  | Computers | With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software | 30pcs | 1:1 |
|  | Mobile phones |  | 10 | 10:30 |

**References**

1. Organization operating procedures
2. Industry/workplace codes of practice
3. Text books
4. Human resource management journals
5. Magazines
6. E-learning resources