Diploma in Human Resources Management (630) – Human Resource Management

Prerequisites: Knowledge of business organisational terminology.	**Corequisites:** A pass or higher in Certificate in Business Studies or equivalence.
Aim: The aim is to acquaint the candidates with Equal Employment Opportunity regulations and other modern methods of selection, appraising, training, and solving various personnel problems. The course covers basic human resource concepts including recruitment, selection, training, labour relations, and human resources information systems. The course presents and explores the impact of selected behavioural issues found in the organisational settings. An in-depth focus of past and current theories concerning the cause and effects of work motivation, attitude formation, and perceptions in different social settings, including those that are culturally diverse. The course includes exploring how personality theory can be applied to selection, training and placement, learning and organisation behaviour modification, group processes covering politics, conflict, individual and social bases for decision making.	
Required Materials: Recommended Learning Resources.	**Supplementary Materials:** Lecture notes and tutor extra reading recommendations.
Special Requirements: The course requires a combination of lectures, demonstrations and discussions.	

Intended Learning Outcomes:	**Assessment Criteria:**
1 Discuss the development of Human Resource Management (HRM) and the difference between HRM and personnel management. Discuss the function of HRM, staff, administration, performance and change of management.	1.1 Identify the historical developments and their impact on HRM 1.2 Outline the development and functions of HRM 1.3 Demonstrate the differences between HRM and Personnel management 1.4 Evaluate 'hard' and 'soft' approaches to HRM 1.5 Discuss diversity as an issue in HRM.
2 Focus on the human resource planning process. Discuss strategic planning and linking the plans to the strategic aims of the business. Identify the role of forecasting.	2.1 Identify how to align an organisation's strategic direction with Human resource planning. 2.2 Identify aspects that affect the demand and supply of labour. 2.3 Identify the changing demographics and the response of HR planners. 2.4 Define the role of forecasting as part of the HR planning process and its response to change.
3 Discuss the aspects of job analysis and job design issues. Identify the organisational structure and how decisions are made about the flow of work. Identify the concepts of job enrichment, enlargement and rotation.	3.1 Examine the role of HR in the analysis of jobs. 3.2 Describe the importance of job design. 3.3 Explore new developments in the world of work. 3.4 Illustrate the importance of team working
4 Discuss the legal aspects of recruitment and selection. Discuss on how to attract internal and external candidates. Identify how good selection techniques can provide managers with valuable new members of staff who can	4.1 Provide outline descriptions of the procedures involved in recruitment 4.2 Investigate recruitment within its employment law context 4.3 Describe the range of possible sources

contribute additional skills and increase productivity.	and methods of recruitment. Assess their comparative strengths and weaknesses and offer an account as to why organisations use a multi- source and -method approach to recruitment.
	4.4 Outline the key components of the traditional selection process. Review the grounds for their usage and their relative merits and drawbacks
	4.5 Discuss the main contemporary selection instruments. Understand and explain their strengths and limitations.
5 Define remuneration and discuss job evaluation in determining payment structures.	5.1 Evaluate the role of pay and reward and its link to performance
	5.2 Evaluate the different aspects of the reward package
	5.3 Evaluate legal issues effecting pay and reward
	5.4 Discuss the importance of ethics in remuneration and reward
6 Define performance management. Discuss manager's needs to manage performance and development staff.	6.1 Describe the role of appraisal systems in the management of performance.
	6.2 Examine the importance of participation and involvement
	6.3 Describe the role of empowerment and its relationship to performance
	6.4 Analyse the concepts and methods of appraisal
7 Discuss the concept of employee relations and the role of the human resource management. Describe trade unions' roles and management styles used in conflict resolution.	7.1 Describe the theoretical perspectives of employee relations
	7.2 Describe strategies for employee participation and involvement
	7.3 Define and describe the conflict process.
	7.4 Define symptoms of conflict.
	7.5 Identify sources of conflict and appropriate conflict management strategies.
	7.6 Describe the role of negotiation and bargaining
8 Illustrate health and safety legislation and the responsibility of the employer to ensure that employees are protected.	8.1 Describe the importance of health, safety and employee well-being in the workplace;
	8.2 Describe the development of statutory and regulatory requirements concerning health and safety at work;
	8.3 Describe the operations of the UK health and safety agencies, the Health & Safety Commission and current developments in the provision of employee health and care.
9 Discuss the concepts of equal opportunities and diversity. Explore the theories of diversity and discuss the role of managers and the management of diversity in the workplace. Discuss problems with policies and practice.	9.1 Define what is meant by Equal Opportunities and managing diversity
	9.2 Describe anti-discrimination legislation and approaches to workplace equality and diversity
	9.3 Demonstrate how equal opportunities and managing diversity are issues in HR practice

	9.4	Outline the development and functions of Equal opportunities and managing diversity	
	9.5	Describe the challenges in developing and delivering equality and diversity in organisations	
	9.6	Evaluate approaches to equality and diversity in organisations	
10 Discuss the need to link the organisation's strategy to its people management to develop competitive advantage. Discuss strategies in general and the need for mission statement and then goals.	10.1	Explore the development of strategic management	
	10.2	Describe the role of strategy in human resource management	
	10.3	Evaluate the models of strategic management and strategic human resource management	
	10.4	Describe the importance of strategic management and strategic human resource management in gaining competitive advantage	

Recommended Learning Resources: Human Resource Management

Text Books	• Strategy and Human Resource Management (Management, Work and Organisations) by Peter Boxall and John Purcell. ISBN-10: 140399210X • Human Resource Strategy: A Behavioral Perspective for the General Manager by George Dreher andThomas W Dougherty. ISBN-10: 0071181113 • Strategic Human Resource Management: Contemporary Issues by Mark Saunders, Mike Millmore, Philip Lewis, Adrian Thornhill and Trevor Morrow. ISBN-10: 027368163X
Study Manuals	BCE produced study packs
CD ROM	Power-point slides
Software	None