



# Level 7 Diploma in Human Resource Management

Learner Guide

November 2016

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## About QUALIFI

### Quality: The Assurance of Recognition and Rigorous Quality Standards

At the heart of QUALIFI's commitment to the creation and awarding of respected Qualifications is a rigorous focus on high standards and consistency, beginning with recognition as an Awarding Organisation (AO). QUALIFI is approved and regulated by Ofqual (in full). Our Ofqual reference number is RN5160.

Ofqual is responsible for maintaining standards and confidence in a wide range of vocational qualifications. QUALIFI are also recognised by the Qualifications in Wales (QiW) and the CCEA (in full) who are responsible for awarding organisation and the quality assurance in both Wales and Northern Ireland. QUALIFI is also a signatory to BIS international commitments of quality.

As an Ofqual recognised awarding organisation, QUALIFI has a duty of care to implement good quality assurance processes. This is to ensure that centres that are approved for the delivery and assessment of QUALIFI's qualifications and awards. It will also safeguard the outcome of assessments and meet the national regulatory requirements.

QUALIFI's qualifications are developed as being accessible to all learners in that they are available to anyone who is capable of attaining the required standard. QUALIFI promotes equality and diversity across aspects of the qualification process and centres are required to implement the same standards of equal opportunities and the learner is free from any barriers that may restrict access and progression.

QUALIFI's policy document for learners with specific requirements or who need special consideration are available for centre reference. Centres are responsible for reviewing the applicant's ability to successfully complete the training programme and ultimately achieve a qualification. The initial assessment by the centre, will need to take into account the support that is readily available or can be made available to meet individual needs as appropriate. The centre must also consider prior learning and qualifications and they must be in a position to make a judgement on the learners' entry requirements.

### Relevance

QUALIFI works with a growing number of sector skills councils, professional associations and employers to identify mission-critical learning requirements and assess outcomes of programmes to achieve a consistent and recognised professional and academic standards.

We have built a reputation for supporting relevant skills in a range of job roles and industries including Leadership, Enterprise and Management, Hospitality & Catering, Health and Social Care, Business Process Outsourcing and Public Services. Our portfolio includes nationally recognised Qualifications as well as bespoke Qualifications.

### Accessible

The result is a growing number of UK and internationally recognised Qualifications that reflect workforce and professional areas of needed competency.

We support our Approved Learning Centres with flexible approaches to learning assessment through classroom based study, blended learning and distance learning programmes. Our goal is to support learners by giving them access to current and relevant education and Qualifications that support their career aspirations. Learn more about online learning.

The world is changing and QUALIFI has the innovative spirit and commitment to learners to change with it while maintaining high standards of integrity and credibility.

## **Ambition**

Our ambition is **“To enable all individuals to realise their true potential by achieving success through learning.”**

## **Student Commitment**

This represents a clear statement of QUALIFI Ltd and its partners’ intentions to deliver agreed standards for a range of academic and administrative services. It spells out what is expected of you as a student and the contribution that can be made to gain the most benefit from your study time through our courses. Students play an important part in the process of improving the quality of this course through the feedback they give. In addition to the ongoing discussion with the course team throughout the year, there are a range of mechanisms for students to feedback about the experience of teaching and learning.

Students will get the best out of their study time with QUALIFI centres if you are encouraged to:

- Prepare for classes and attending punctually
- Complete work to the best of their ability and submitting it on time
- Not committing plagiarism
- Keeping up to date with course information through email or other channels
- Using the feedback opportunities given to improve subsequent work
- Making appropriate use of teaching staff’s time
- Taking responsibility for personal development planning and skills development
- Treating staff, fellow learners and neighbours in the local community with respect at all times

## **Supporting Diversity**

QUALIFI Ltd and its partners recognise and value individual difference and have a public duty to promote equality and remove discrimination in relation to race, gender, disability, religion or belief, sexual orientation and age.

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# 1 Introduction

## 1.1 Why Choose QUALIFI Qualifications?

This suite of Qualifications provides a realistic and broad opportunity for Learners seeking career and professional development. They will support Learners in realising their potential and by association the prospects of the organisations they work with or for.

The objectives of this suite of Qualifications is to:

- provide career path support to Learners who wish to develop their management, enterprise capabilities and opportunities in their chosen sector;
- improve understanding of the business environment, organisations and how they are managed and developed; and
- develop skills and abilities in Learners to support their professional development.

The suite of Qualifications provides a rich mix of disciplines and skills development opportunities. Learners will gain insight into the functioning, objectives and processes of organisations, appreciating their diversity and the influences and impact of external forces on them. The fast changing and complex business environment and different organisation's ability to stay resilient and respond positively to change and opportunities will be explored.

Management of a range of business operations and functions, the management of specific challenges for organisations will introduce Learners to management theory, practice and models that will provide valuable knowledge and know-how.

The issues and concepts dealt with as part of this suite of Qualifications are best explored through exposure to organisations, for any full time Learners work placements are encouraged so that genuine experience and insight can be gained. Problem solving and creativity are attributes encouraged and developed in Learners through all the Units.

The Qualifications will develop the Learner's ability to:

- apply analytical and evaluative techniques and to enhance those skills;
- investigate issues and opportunities;
- develop their awareness and appreciation of managerial, organisational and environmental issues;
- use management techniques and practices in imaginative ways;
- make use of relevant information from different sources;
- develop and encourage problem solving and creativity to tackle problems and challenges;
- exercise judgement, own and take responsibility for decisions and actions; and
- develop the ability to recognise and reflect on personal learning and improve their personal, social and other transferable skills.

## **1.2 Employer Support for the Qualification Development**

The development of this suite of Qualifications has been initiated and guided by discussions and idea sharing with a range of employers, providers and existing centres demonstrating the rigour, validity and demand for the Qualifications.

Discussions and feedback has been taken during the duration of the development of the Qualifications on content, the potential Learner audience for the Qualifications and assessment methods ensuring a valuable experience and recognised set of skills, knowledge and understanding are realised.

## **1.3 Qualification titles and codes**

The Qualifications have been accredited to the Regulated Qualification Framework (RQF) and each Qualification has its own unique Qualification Accreditation Number (QAN). This number will appear on the learner's final certification document. Each unit with the Qualification has its own RQF code. The QAN for these Qualifications are as follows:

Qualifi Level 7 Diploma in Human Resource Management: 603/0722/5

## **1.4 Awarding institution**

QUALIFI LTD

# **2 Programme purpose**

## **2.1 Reasons for the Qualification**

The Qualification has been designed to meet the needs of senior/middle managers in the running of their businesses, and to facilitate their progression to high levels within their organisation.

Managers need to be aware of issues, able to analyse their potential outcomes and consequences, and decide how to react. They do not have to be expert in all areas of business, but they need to possess a general awareness of what specialist facilities and services exist, and how they can assist in carrying out that role. The programme includes contemporary topics reflecting key issues within the 21st - century business environment as well as the latest developments in management research.

The Diploma is accredited at the post graduate Level 7. The programme has a total equivalence of 120 credits. Completing the Diploma allows access to a dissertation at one of our University partners for a related Master Degree.

## 2.2 Aims of the Diploma

Level 7 qualifications are designed to develop the learners' knowledge, understanding and skills required to deal with the complexities of leadership and strategic management in a business context, and to develop their ability to lead change in organisations.

The Qualifi Level 7 Diploma in Human Resource Management aims to give learners the opportunity to:

1. Apply theoretical understanding of management to complex and current business issues with a view to improving business practice
2. Critically reflect upon leadership skills and there by allow learners to prepare for senior roles of HR within their organisation
3. Develop a lifelong learning attitude to education and training
4. Gain a critical insight in to contemporary research and leading - edge practice within the field of Human Resource Management
5. Develop considerable autonomy in their learning and enhance their ability to plan and implement consultancy projects in a group context
6. Generate originality and enterprise in approaching complex HR issues
7. Demonstrate self- direction, initiative and autonomy in research and scholarship towards a new contribution to knowledge in a chosen field of management

## 2.3 Learning Outcomes of the Diploma

The overall learning outcomes of the Diploma are:

1. To understand and apply the principles of human resource management in a business environment
2. Review and apply the principles of human resource management within industry
3. To understand and apply the principles of human resource management in a specific environment
4. To improve the employability of learners by allowing them to explore the relationship between theories and their practical application in the business world.
5. Analyse problem solving techniques specific to business and industry
6. Select, collate, review and analyse information form a wide range of sources
7. Work independently and as part of a team
8. Manage one's own personal development and growth

These are the overall learning outcomes in line with post graduate programmes. The learning outcomes for each module are identified in Appendix 1 within the module descriptors.

## 3. Delivering the qualification

### 3.1 Quality Assurance Arrangements

All centres go through an approval process to be recognised as an approved centre. Centres must have in place qualified and experienced tutors. The experience of tutors and their ability to support Learners will be important. Centres must commit to working with QUALIFI and its team of Quality Reviewers/External Verifiers. Continuing professional development (CPD) for tutors is also required.

Approved Centres will be monitored by QUALIFI External Quality Reviewers (EQAs) to ensure that Learners are provided with appropriate learning opportunities and guidance. EQA's will ask to see and discuss a Centre's formative assessment plans. The suitability of plans will be agreed with the Centre.

QUALIFI's guidance on invigilation, preventing plagiarism and collusion will apply to centres. QUALIFI Quality Reviewers/External Verifiers will monitor Centre's compliance. For assessment purposes QUALIFI:

- verifies assignment setters, markers and moderators;
- sets or agrees assignments;
- quality assures marks and moderation of assignments;
- agrees the final mark and issues certificates.

QUALIFI's 'Handbook on Guidance and Requirements for Assessment and Marking' will apply to its assignment setters, markers and moderators.

### 3.2 Access to study

All learners should be invited to an induction event to be introduced to the programme in detail through presentations and discussions with lecturers and the centre support team.

All learners should be issued with the diploma handbook, a timetable and meet with their personal tutor and fellow learners. Centres should assess learners carefully to ensure that they take the right Qualification and the right pathways or optional units, to allow them to progress to the next stage.

Centres should check the Qualification structures and unit combinations carefully when advising learners. Centres will need to ensure that learners have access to a full range of information, advice and guidance in order to support them in making the necessary Qualification and unit choices. When learners are recruited, you need to give them accurate information on the title and focus of the Qualification for which they are studying.

All learners must be registered with QUALIFI within 30 days of centre registration.

### 3.3 Entry Criteria

The Qualification has been designed to be accessible without artificial barriers that restrict access and progression. Entry to the Qualifications will be through centre interview and the candidates will be expected to hold the following

Level 6 Qualification or;  
First Degree

In certain circumstances, managers with considerable experience but no formal Qualifications may be considered, subject to interview and being able to demonstrate their ability to cope with the demands of the programme. This would typically be a minimum of 5 years in a human resource management role.

In the case of applicants whose first language is not English, then IELTS 6 (or equivalent) is required. International Qualifications will be checked for appropriate matriculation to UK Higher Education postgraduate programmes. The applicants are normally required to produce two supporting references, at least one of which should preferably be Academic.

## 4 Structure of the Qualifications

### 4.1 Units, credits and Total Qualification Time (TQT)

The QUALIFI Diploma in Human Resource Management is a Level 7 Qualification made up of 120 credits.

All units are either 10, 20 or 30 credits in value. These units have been designed from a learning time perspective, and are expressed in terms of **Total Qualification Time (TQT)**. TQT is an estimate of the total amount of time that could reasonably be expected to be required for a student to achieve and demonstrate the achievement of the level of attainment necessary for the award of a Qualification. TQT includes undertaking each of the activities of Guided Learning, Directed Learning and Invigilated Assessment. 120 credits equate to 1200 hours of TQT.

Examples of activities which can contribute to Total Qualification Time include:

- Guided Learning
- Independent and unsupervised research/learning
- Unsupervised compilation of a portfolio of work experience
- Unsupervised e-learning
- Unsupervised e-assessment
- Unsupervised coursework
- Watching a pre-recorded podcast or webinar
- Unsupervised work-based learning.

Guided Learning Hours (GLH) are defined as the time when a tutor is present to give specific guidance towards the learning aim being studied on a programme. This definition includes lectures, tutorials and supervised study in, for example, open learning centres and learning workshops. Guided Learning includes any supervised assessment activity; this includes invigilated examination and observed assessment and observed work-based practice.

Some examples of activities which can contribute to Guided Learning include:

- Classroom-based learning supervised by a tutor
- Work-based learning supervised by a tutor
- Live webinar or telephone tutorial with a tutor in real time
- E-learning supervised by a tutor in real time
- All forms of assessment which take place under the immediate guidance or supervision of a tutor or other appropriate provider of education or training, including where the assessment is competence-based and may be turned into a learning opportunity.

## **4.2 Qualification structure**

The overall structure of the course is based on 6 units that cover a number of topics relating to learning outcomes. All 6 modules are mandatory. Each unit has the equivalency of 10, 20 or 30 credits.

Learners will be invited to attend lectures and workshops that will introduce the subject matter.

Learners must complete all units successfully and achieve 120 credits before the Diploma can be issued.

Formative assessments (weighted at 0%) may be used in lectures or tutorials to check knowledge and understanding of specific topics and subject areas.

Units require reflective exam sets and/or summative assessments for marking.

### **QUALIFI Level 7 Diploma in Human Resource Management**

The Level 7 Diploma focuses upon developing understanding, skills and abilities to equip the Learner with the awareness and aptitudes to be an effective human resource manager and leader.

Learners must complete the 6 mandatory units.

Unit Reference	Mandatory Units	Level	TQT	Credits
HRM701	Contemporary HRM	7	200	20
HRM702	Leading, Managing and HR Development	7	200	20
HRM703	Resourcing, Talent Management and Development	7	300	30
HRM704	Performance Management	7	200	20
HRM705	Employee Relations	7	100	10
HRM706	Investigating a Business Issue from an HR Perspective	7	200	20

### 4.3 Progression and links to other QUALIFI Programmes

Learners completing the **QUALIFI Level 7 Diploma in Human Resource Management** will allow progress to:

- the QUALIFI Level 8 Diploma in Strategic Management and Leadership, or
- a university partner to complete a dissertation to then receive a full master's degree, or
- directly into employment in an associated profession.

### 4.4 University exemptions

QUALIFI has exemptions for learners to progress to a number of Universities to complete a master's degree. This generally requires completion of a dissertation only.

The pathways are an indication of the learner's progress towards a University degree and is based on the University's review of QUALIFI's learning programmes and outcomes. Further information is available here <http://www.QUALIFI.net/learning-pathways/>

### 4.5 Recognition of Prior Learning

Recognition of Prior Learning (RPL) is a method of assessment (leading to the award of credit) that considers whether learners can demonstrate that they can meet the assessment requirements for a unit through knowledge, understanding or skills they already possess, and so do not need to develop through a course of learning.

QUALIFI encourages centres to recognise learners' previous achievements and experiences whether at work, home or at leisure, as well as in the classroom. RPL provides a route for the recognition of the achievements resulting from continuous learning. RPL enables recognition of achievement from a range of activities using any valid assessment methodology. Provided that the assessment

requirements of a given unit or Qualification have been met, the use of RPL is acceptable for accrediting a unit, units or a whole qualification.

Evidence of learning must be valid and reliable. For full guidance on RPL please refer to the QUALIFI's policy document on RPL.

## 5 Equality and Diversity

QUALIFI recognises that discrimination and victimisation is unacceptable and that it is in the interests of the organisation and its employees to utilise the skills of the total workforce. It is the aim of the organisation to ensure that no employee or other representative of the organisation receives less favourable facilities or treatment (either directly or indirectly) in recruitment or employment on grounds of age, disability, gender/gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion or belief, sex, or sexual orientation (protected characteristics). Our aim is that our workforce will be truly representative of all sections of society and each employee feels respected and able to give of their best. We oppose all forms of unlawful and unfair discrimination or victimisation. To that end the purpose of this policy is to provide equality and fairness for all in our employment.

All employees and other related representatives, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for entry on to learning programmes and selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

Our staff will not discriminate directly or indirectly, or harass customers or clients because of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation in the provision of QUALIFI's goods or services.

This policy and the associated arrangements shall operate in accordance with statutory requirements, particularly Equality Act 2010 <https://www.gov.uk/equality-act-2010-guidance>. In addition, full account will be taken of any guidance or Codes of Practice issued by the Equality and Human Rights Commission, any Government Departments, and any other statutory bodies.

The policy document will be monitored and reviewed annually and can be downloaded from our website or making contact with QUALIFI.

## 6 Further professional development and training

QUALIFI supports UK and international customers with training related to our qualifications. This support is available through a choice of training options offered through publications or through customised training at your centre.

The support we offer focuses on a range of issues including:

- planning for the delivery of a new programme
- planning for assessment and grading
- developing effective assignments
- building your team and teamwork skills
- developing student-centred learning and teaching approaches
- building in effective and efficient quality assurance systems.

You can request customised training through your registered centre in the first instance. If you need to contact QUALIFI directly:

Our customer service number: +44 (0) 161 818 9904

Or email: [support@QUALIFI-international.com](mailto:support@QUALIFI-international.com)

Website: [www.QUALIFI.net](http://www.QUALIFI.net) [www.QUALIFI-international.com](http://www.QUALIFI-international.com)

## Appendices

### Appendix 1: Unit Descriptors

#### Unit HRM701: Contemporary Human Resource Management

Unit code: Y/615/3304

RQF level: 7

#### Aim

To provide learners with the ability to understand and analyse the impact of internal and external environmental forces on organisational strategy and management of people. Also to enable the learner to analyse a range of organisational contexts and how they develop ways to respond such environmental forces and the role of HR professionals in contributing to it.

#### Learning Outcomes and Assessment Criteria

Learning Outcomes	Assessment Criteria
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1: Understand the environment of modern organisations and changing nature of contemporary HRM.	1.1: Analyse the key internal and external environmental forces impacting upon organisations.
	1.2: Describe the changing nature of HRM in response to environmental forces.
2: Understand the impact of changes to the structure and nature of industry, employment law and working patterns on HRM.	2.1 Explain the impact of globalisation and international forces on organisational HR strategies and practices.
	2.2: Explain the impact of demographical, social & technological trends on HR strategies and practices.
	2.3: Explain the impact of government policy and legal regulation on HR strategies and practices.
3: Understand the process of strategic management and the role of HR professionals in contributing to it.	3.1: Explain strategic contexts and terminology.
	3.2: Carry out stakeholder analysis and environmental audit
	3.3: Identify the role of HR professionals in strategic planning.
4: Understand the diverse application of HR practises in a range of organisational contexts.	4.1: Identify a range of organisational contexts.
	4.2: Evaluate the application of a HR function in an organisational context in achieving set goals and objectives.

## **Delivery and Assessment**

Tuition and guidance should feature flexible approaches to delivering the unit. Formal tuition sessions, whether face to face or online, will identify some of the required, theoretical subject matter. This will help students to work individually, or as part of a group, researching and gathering information about the subject.

Personal and group research, case studies, simulations, exercises and discussion are typical and engaging ways of learning about the subject. Students will likely use tutor- and self- directed study and reflect on their experience and expertise.

Up-to-date information and materials are available from many sources such as businesses, the World Wide Web, television and radio broadcasts, broadsheet newspapers and advisory services.

## **Outline Learning Plan**

The following outlined learning plan can be used as a guidance document in conjunction with the unit. This is an exemplar in which the unit can be delivered.

## **Topic and Suggested Assignments/Activities/Assessment**

- Introduction to the unit and the programme of assignments
- Presentation on the nature of modern organisations and changing nature of contemporary HRM
- Presentation on the impact of changes to the structure and nature of industry, employment law and working patterns on HRM
- Presentation on process of strategic management and the role of HR professionals in contributing to it
- Presentation of stakeholder analysis and environmental audit
- Presentation on the diverse application of HR practices in a range of organisational contexts
- Presentation on the diverse application of HR practices in a range of organisational contexts
- Review of unit and programme of assignments

## **Suggested Resources**

The recommended sources listed below should be familiar to each tutor and assessor who is delivering this unit as part of the qualification. Learners should be made aware of these sources before delivery of this unit, and be fully conversant with these sources upon completion of this unit.

## **Textbooks**

- Armstrong's Handbook of Human Resource Management Practice, 11th Edition
- Strategy and Human Resource Management, Peter Boxall and John Purcell, 3rd Edition

## **Journals**

- The International Journal of Human Resource Management
- Human Resource Management Journal
- Human Resource Management International Digest

## **Websites**

- <https://www.researchgate.net>
- <http://www.forbes.com>
- <http://www.mindtools.com/>
- <http://managementhelp.org/>

## Unit HRM702: Leading, Managing and Human Resource Development

Unit code: H/615/3305

RQF level: 7

### Aim

To provide learners ability to diagnose, analyse and solutions for problems arising in relation to leadership, management and development of human resource in a range of organisational contexts. Learners will be enabled to appraise the effectiveness of organisational strategies, processes and practices in efficient and effective leadership and management, also the contribution of HRM/HRD practitioners to organisational change.

### Learning Outcomes and Assessment Criteria

Learning Outcomes	Assessment Criteria
1: Understand the theoretical and conceptual basis for HRM and HRD in organisations and major contemporary developments in this area.	1.1: Describe the different approaches in developing HR strategy.
	1.2: Identify the links between HR strategy and organisational performance.
	1.3: Identify the role of different concepts in creating high performing organisation.
2: Understand the nature of leadership and its contribution to individual, group and organisational development.	2.1: Identify the nature and approaches to the study of leadership.
	2.2: Explain the significance of the leadership role in creating and sustaining high performing organisation.
3: Be able to evaluate the contribution of HRM and HRD functions in an organisation.	3.1: Identify the aims, objectives and practices of HRM and HRD.
	3.2: Understand organisational dynamics.
	3.3: Formulate strategies in different functions of HR Management and Development.
4: Be able to promote professionalism and ethical approach to HRM and HRD practice in organisations.	4.1: Describe the changing role of HR function in an organisation.
	4.2: Explain the ethical approach to HR functions.
	4.3: Analyse and reflect on personal learning, professional development and practice
5: Understand how to promote a flexible working environment and effective change management practices.	5.1: Identify the organizational change and barriers.
	5.2: Explain the contribution of leadership, management and development of people to strategic organisational change.

## **Delivery and Assessment**

Tuition and guidance should feature flexible approaches to delivering the unit. Formal tuition sessions, whether face to face or online, will identify some of the required, theoretical subject matter. This will help students to work individually, or as part of a group, researching and gathering information about the subject.

Personal and group research, case studies, simulations, exercises and discussion are typical and engaging ways of learning about the subject. Students will likely use tutor- and self- directed study and reflect on their experience and expertise.

Up-to-date information and materials are available from many sources such as businesses, the World Wide Web, television and radio broadcasts, broadsheet newspapers and advisory services.

## **Outline Learning Plan**

The following outlined learning plan can be used as a guidance document in conjunction with the unit. This is an exemplar in which the unit can be delivered.

## **Topic and Suggested Assignments/Activities/Assessment**

- Introduction to the unit and the programme of assignments
- Presentation on the theoretical and conceptual basis for HRM and HRD.
- Presentation on the set of principles, values and approaches to people leadership and organisational development and effectiveness.
- Presentation on the link between people leadership and management and differentiate the performance within a range of organisational perspective.
- Presenting the effectiveness of organisational systems, strategies, processes, behaviours and practices in effective people leadership and management.
- Presentation on the design and implementation strategies on the HRM process.
- Presentation on the identification of personal learning, professional development and practices with the application and analysis.
- Identification of people leadership, management and contribution on the strategic organisational change.

## **Suggested Resources**

The recommended sources listed below should be familiar to each tutor and assessor who is delivering this unit as part of the qualification. Learners should be made aware of these sources before delivery of this unit, and be fully conversant with these sources upon completion of this unit.

### **Textbooks**

- John, P.W., Human Resource Development, 2nd ED, 2005
- Clareth, H., Marilyn, B., Managing Human Resource Development Programs, 2015

### **Journals**

- Human Resource Development Journal
- South Asian Journal of Human Resource Management

### **Websites**

- <http://www.simplehrguide.com/hr-processes.html>
- <http://www.forbes.com>
- <http://www.mindtools.com/>
- <http://managementhelp.org/>

## Unit HMR703: Resourcing, Talent Management and Development

Unit code: K/615/3307

RQF level: 7

### Aim

The purpose of this unit is to develop competence in understanding and analysing employment markets and demographic trends to create and implement effective, ethical and appropriate resourcing, retention, talent management and development strategies. Also the potential and limitations of the contribution of learning and talent development policies and strategies to formulating and achieving objectives at national, organisational, group and individual level will be discussed. Learners will assess the role of HRM professionals in designing, implementing and evaluating strategic planning relevant to employee resourcing, talent management and development.

### Learning Outcomes and Assessment Criteria

Learning Outcomes	Assessment Criteria
1: Understand the theoretical and conceptual basis for employee resourcing and major contemporary developments in employee resourcing and talent management.	1.1: Explain the contextual and environmental themes and trends relevant to employee resourcing and talent management.
	1.2: Explain the strategic significance of employee resourcing and talent management.
2: Understand the features and characteristics of changing employment markets as a basis for effective resourcing and talent management strategies.	2.1: Explain the ways in which employment markets vary and the implications for organisations.
	2.2: Propose ways in which Long and short-term resourcing and talent planning can be carried out.
	2.3: Explain the Human Resource Planning Process.
3: Understand the full range of professional functions associated with long and short term talent and succession planning.	3.1: Explain the professional functions.
4: Understand the theoretical and conceptual basis of learning and talent development and contemporary research evidence.	4.1: Explain the theoretical perspective of learning and talent development.
	4.2: Explain the process and practices of learning and talent development.
5: Be able to design, implement and evaluate resourcing and talent management and development strategies.	5.1: Analyse the environmental context of employee resourcing and talent management and development.
	5.2: Evaluate learning and talent development.

## **Delivery and Assessment**

Tuition and guidance should feature flexible approaches to delivering the unit. Formal tuition sessions, whether face to face or online, will identify some of the required, theoretical subject matter. This will help students to work individually, or as part of a group, researching and gathering information about the subject.

Personal and group research, case studies, simulations, exercises and discussion are typical and engaging ways of learning about the subject. Students will likely use tutor- and self- directed study and reflect on their experience and expertise.

Up-to-date information and materials are available from many sources such as businesses, the World Wide Web, television and radio broadcasts, broadsheet newspapers and advisory services.

## **Outline Learning Plan**

The following outlined learning plan can be used as a guidance document in conjunction with the unit. This is an exemplar in which the unit can be delivered.

## **Topic and Suggested Assignments/Activities/Assessment**

- Introduction to the unit and the programme of assignments
- Presenting theoretical and conceptual basis for employee resourcing and major contemporary developments in employee resourcing and talent management
- Practical work, ways in which employment markets vary and the implications for organizations
- Assignment 1. A staged report
- Presentation on talent development.
- Tutorial support and feedback for assignment 1 stages
- Review of unit and programme of assignments

## **Suggested Resources**

The recommended sources listed below should be familiar to each tutor and assessor who is delivering this unit as part of the qualification. Learners should be made aware of these sources before delivery of this unit, and be fully conversant with these sources upon completion of this unit.

## **Textbooks**

- Johnson, G., Scholes, K., and Whittington, R. Exploring Corporate Strategy: Texts and Cases (latest edition)
- Grant, R M, Contemporary Strategy Analysis (latest edition)
- Barney, J, Gaining and Sustaining Competitive Advantage (latest edition)

## **Journals**

- International Journal of Business and Globalisation
- Journal of management
- Strategic management journal
- Journal of strategy and management

## **Websites**

- <http://www.strategicmanagementinsight.com/>
- <http://www.forbes.com>
- <http://www.mindtools.com/>
- <http://managementhelp.org/>

## Unit HRM704: Performance Management

Unit code: M/615/3308

RQF level: 7

### Aim

To enable learners to understand the main elements that influence the performance of employees at all levels within an organisation and the ways in which such elements can be managed in a constructive manner. Further to provide learners with understanding to devise and implement appropriate HR practices and strategies that relate to Performance Management.

### Learning Outcomes and Assessment Criteria

Learning Outcome	Assessment Criteria
1: Understand the linkages between employee performance, HR practices and organisational performance.	1.1: Identify the linkages between HR practices and organisational performance.
	1.2: Explain the role of HR in contributing to employee performance.
2: Be able to identify the barriers and blockages preventing expected standards of performance being met.	2.1: Identify the expected performance standards of an organisation and barriers and blockages in achieving those.
	2.2: Formulate strategies and tactics to overcome the identified barriers and blockages.
3: Be able to analyse the key HR and employment practices influencing employee performance.	3.1: Identify the key HR and employment practices and their influence on employee performance.
4: Understand the key requirements of various systems central to performance management and their integration.	4.1: Identify various systems central to performance management.
	4.2: Explain various ways to integrate various systems central to performance management.

## **Delivery and Assessment**

Tuition and guidance should feature flexible approaches to delivering the unit. Formal tuition sessions, whether face to face or online, will identify some of the required, theoretical subject matter. This will help students to work individually, or as part of a group, researching and gathering information about the subject.

Personal and group research, case studies, simulations, exercises and discussion are typical and engaging ways of learning about the subject. Students will likely use tutor- and self- directed study and reflect on their experience and expertise.

Up-to-date information and materials are available from many sources such as businesses, the World Wide Web, television and radio broadcasts, broadsheet newspapers and advisory services.

## **Outline Learning Plan**

The following outlined learning plan can be used as a guidance document in conjunction with the unit. This is an exemplar in which the unit can be delivered.

## **Topic and Suggested Assignments/Activities/Assessment**

- Introduction to the unit and the programme of assignments
- Presentation on the linkages between employee performance, HR practices and organizational performance
- Presentation on the role of HR in contributing to employee performance
- Tutorial support and feedback for assignment 1 stages 1 and 2
- Presentation on the barriers and blockages preventing expected standards of performance being met
- Presentation on the key HR and employment practices influencing employee performance
- Presentation on the key requirements of various systems central to performance management and their integration
- Tutorial support and feedback for assignment 1 stages 3, and 4
- Review of unit and programme of assignments

## **Suggested Resources**

The recommended sources listed below should be familiar to each tutor and assessor who is delivering this unit as part of the qualification. Learners should be made aware of these sources before delivery of this unit, and be fully conversant with these sources upon completion of this unit.

## **Textbooks**

- Armstrong's Handbook of Human Resource Management Practice, 11th Edition
- Performance Management: Concepts, Skills and Exercises by Robert L. Cardy

## **Journals**

- International Journal of Productivity and Performance Management
- Team Performance Management
- Journal of Performance Management

## **Websites**

- <https://www.opm.gov>
- <http://www.forbes.com>
- <http://www.mindtools.com/>
- <http://managementhelp.org/>

## Unit HRM705: Employee Relations

Unit code: T/615/3309

RQF level: 7

### Aim

The aim of this unit is to introduce learners to the importance of good employee relations for business success and the impact of changes which have affected employment relationships. Competencies required by HRM professionals in designing, implementing and evaluating employment relations strategies, plans, policies, systems and procedures to mitigate organisational risk, support organisational performance and meet the organisation's business goals will be discussed. Also to develop the ability to make remedies to current/ potential conflict situations in compliance to legal and ethical considerations.

### Learning Outcomes and Assessment Criteria

Learning Outcome	Assessment Criteria
1: Understand the context of employee relations against a changing background.	1.1: Explain the theoretical perspectives of employee relations.
	1.2: Assess the impact of environmental factors on employee relations.
	1.3: Explain the role of employment law.
2: Be able to analyse the impact of local, national and international contextual factors on the employment relationship.	2.1: Explain the role of government in employee relations.
	2.2: Assess how changes in trade unionism have affected employee relations.
	2.3: Explain the role of management in employee relations within an organisation.
3: Understand the importance of employee relations on organisational performance.	3.1: Evaluate the integration of employment relations processes and their impact on organisational outcomes.
	3.2: Explain the concept of employee participation and involvement in decision making process.

## **Delivery and Assessment**

Tuition and guidance should feature flexible approaches to delivering the unit. Formal tuition sessions, whether face to face or online, will identify some of the required, theoretical subject matter. This will help students to work individually, or as part of a group, researching and gathering information about the subject.

Personal and group research, case studies, simulations, exercises and discussion are typical and engaging ways of learning about the subject. Students will likely use tutor- and self- directed study and reflect on their experience and expertise.

Up-to-date information and materials are available from many sources such as businesses, the World Wide Web, television and radio broadcasts, broadsheet newspapers and advisory services.

## **Outline Learning Plan**

The following outlined learning plan can be used as a guidance document in conjunction with the unit. This is an exemplar in which the unit can be delivered.

## **Topic and Suggested Assignments/Activities/Assessment**

- Introduction to the unit and the programme of assignments
- Presentation on the context of employee relations against a changing background
- Presentation on the theoretical perspectives of employee relations
- Presentation on the impact of local, national and international contextual factors on the employment relationship
- Presentation on the role of government on employee relations
- Assignment: Stage 01
- Presentation on the importance of employee relations on organizational performance
- Tutorial support and feedback for assignment stage 1
- Review of unit and programme of assignments

## **Suggested Resources**

The recommended sources listed below should be familiar to each tutor and assessor who is delivering this unit as part of the qualification. Learners should be made aware of these sources before delivery of this unit, and be fully conversant with these sources upon completion of this unit.

### **Textbooks**

- Employee Relations by John Gennard, Graham Judge
- Exploring Employee Relations by Mike Leat (2nd Edition)

## **Journals**

- Employee Relations Today
- Employee Relations (Employee Relat)
- Journal of Industrial Relations

## **Websites**

- <http://www.forbes.com>
- <http://www.mindtools.com/>
- <http://managementhelp.org/>
- <http://www.leraweb.org/>

## Unit HRM706: Investigating a Business Issue from a Human Resource Perspective

Unit code: K/615/3310

RQF level: 7

### Aim

To develop learner's skills and knowledge of independent research, diagnose and make recommendations for change or improvements that are realistic, relevant and beneficial to specific organisation. To enable learners to present a persuasive business report and/or a reasoned and logical case for changes in policies, practices and strategies reflecting academic research and writing skills.

### Learning Outcomes and Assessment Criteria

Learning Outcome	Assessment Criteria
1: Be able to identify and justify a suitable business issue that is of strategic relevance to the organisation.	1.1: Identify a suitable topic for the project.
	1.2: Analyse the existing literature, contemporary HR policy & practices relevant to the chosen issue.
2: Be able to set out coherent aims and objectives and justify the research methods to be followed to achieve them	2.1: Select the most appropriate research method for the relevant topic.
	2.2: Undertake a systematic analysis of quantitative and/ or qualitative information and interpretation.
	2.3: Formulate conclusions and recommendations for improvement/ development supported by an implementation plan based on a cost-benefit analysis.
3: Be able to develop and present a persuasive business report.	3.1: Create a logical/clear written argument consistent with the traditions adopted in the chosen discipline to senior management of the organisation.
	3.2: Write a reflective account of what has been learned during the project and how this can be applied in future.

## **Delivery and Assessment**

Tuition and guidance should feature flexible approaches to delivering the unit. Formal tuition sessions, whether face to face or online, will identify some of the required, theoretical subject matter. This will help students to work individually, or as part of a group, researching and gathering information about the subject.

Personal and group research, case studies, simulations, exercises and discussion are typical and engaging ways of learning about the subject. Students will likely use tutor- and self- directed study and reflect on their experience and expertise.

Up-to-date information and materials are available from many sources such as businesses, the World Wide Web, television and radio broadcasts, broadsheet newspapers and advisory services.

## **Outline Learning Plan**

The following outlined learning plan can be used as a guidance document in conjunction with the unit. This is an exemplar in which the unit can be delivered.

## **Topic and Suggested Assignments/Activities/Assessment**

- Introduction to the unit and the programme of assignments
- Choose a topic analyse how the chosen topic is located in the academic literature.
- Differentiate between the alternative theories in relation to the chosen topic.
- Application of theory on the chosen topic and explain on how the theory informs an issue.
- Identify the aims and objectives and justify the research methods to be achieved.
- Presentation of the argument in the chosen discipline to the senior managers based on the research.

## **Suggested Resources**

The recommended sources listed below should be familiar to each tutor and assessor who is delivering this unit as part of the qualification. Learners should be made aware of these sources before delivery of this unit, and be fully conversant with these sources upon completion of this unit.

### **Textbooks**

- Alan, B., Emma, B., Business Research Methods, 4th ED, 2015

### **Journals**

- Journal of Business research
- Journal on business issues

## Websites

- <http://managementhelp.org/businessresearch>
- <http://www.open.edu/openlearn/money-management/management/business-research-methods>

## Appendix 2 Student Assessment Cover Sheet

<b>Learner Reference Number</b>	
<b>Unit Level and Title</b>	
<b>Assignment Number</b>	
<b>Name of Tutor</b>	
<b>Date Submitted</b>	
<b>Essay/Assignment Question</b>	

Any piece of student's work without a declaration ***will not be accepted*** for marking.

### Declaration

1. This assignment is the product of individual work.
2. I am aware of what plagiarism is and the penalties that I/we would suffer if I am found to have committed plagiarism.
3. The work submitted is the product of my original work and where material and ideas have been taken from the published and unpublished work of others, reference to all original sources has been made in the text and via the reference, bibliography or notes sections, or by some other means.
4. I understand that 3% points are deducted for each day of late submission.

### *Instructions to Student:*

Assignments should be no longer than 1,500 words. Appendices, references and tables are not part of the word count. Ideally assignments should include an executive summary of key points, clarification of the question set and a critical perspective on the question based around course material. External sources should be referenced and wherever possible case examples included in the answer. Ensure that you provide a conclusion to the discussion that shows the balance of the argument.

The marking criteria are:

- Understanding of question and topic;
- Clarity and structure of argument;
- Use of sources and citation;
- Critical analysis and discussion of arguments.

Assignments should be submitted electronically to (insert address) using the Learner Reference Number. Do not write your name on the document.

***Attach this cover sheet to all your assignments for submission and email the Course Administrator at (insert email address)***

### Appendix 3: Student Assessment Feedback Sheet

<b>Name of Tutor</b>	
<b>Assignment Number</b>	
<b>Essay/Assessment Question</b>	

#### Marking Criteria

<i>Understanding of question and topic.</i>	
<i>Clarity and structure of argument.</i>	
<i>Use of sources and citation.</i>	
<i>Critical analysis.</i>	
<i>Conclusions and recommendations.</i>	
<b>General Comments</b>	

<b>Grade Issued</b>			
<b>1<sup>st</sup> Marker</b>		<b>Date</b>	
<b>2<sup>nd</sup> Marker</b>		<b>Date</b>	

## Appendix 4: Evaluation by Student

Qualification Title:

Name	
Date	
Tutor	
Module title(s)	
Assessment/Learning Period	

**In the following sections please provide any information that will help us to improve the programme**

<b>Curriculum design, content and organisation</b>

<b>Teaching, learning and support</b>

<b>Assessment methods and feedback</b>

**Student achievement (to what extent have you met the learning outcomes)**

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**Any further comments**

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## Appendix 5: A Guide to Essay Writing

QUALIFI Ltd provides guides to writing essays and reports in line with expectations at this level of learning.

This guide is available on request through your tutor in the first instance or by emailing: [support@QUALIFI-international.com](mailto:support@QUALIFI-international.com)

Essays require a structure with the arguments or topics flowing cohesively through the document in a logical manner in order to create an argument that answers the question asked. If you've prepared a good outline, the resulting written work's structure should develop from that. Reports and Briefing Papers have similar requirements although the logical structure is made explicit through headings and sub-headings.

As you write try to be concise and to the point. Think of the most economical way of putting every point across. Similarly, be as clear as possible. If you don't understand what you have written the chances are that nobody else will either. Try to give the reader a smooth progression from one idea to the next through your work, rather than a series of random, disconnected points. Your writing should lead the reader clearly and naturally to your conclusion.

With this in mind, you should only use bullet points if they are appropriate, i.e. you have an actual list of brief items that are clearly a list. Don't write in bullet points because you think it relieves you of the need for a logically flowing structure.

Avoid the use of jargon unless you are sure what it means. Likewise, don't pepper your work with large, unwieldy words in an effort to sound 'academic.' Using words that you almost (but don't quite) understand fully simply makes you sound silly.

Try to put things in your own terms. There is no sense in regurgitating passages from books or articles that you clearly don't understand, and this in any case carries the risk of committing plagiarism. Nobody wants to see that you have merely read the books; you need to show that you have understood them. A good assignment demonstrates both an understanding of relevant readings and independent thought about a topic.

You should therefore use direct quotations sparingly. Direct quotations should only be used when an author says something utterly unique in a unique and memorable way. Direct quotations are meant to add emphasis and interest to your ideas. They are not meant to be a substitute for your ideas.