

Unit Title: HRM in Action	Unit Code: HRMA
Level: Diploma	Learning Hours: 160
<p>As a synoptic module, HRM in Action is designed to provide an integrated overview of the key knowledge and skills based elements of other modules studied in the Diploma programme.</p> <p>Learning Outcomes and Indicative Content:</p> <p>Candidates will be able to:</p> <p>THE NATURE OF HRM</p> <p>1. Critically analyse the role and benefits of Human Resource Management within an organisation</p> <ul style="list-style-type: none"> 1.1 What HRM consists of 1.2 How it integrates with other aspects of management – vertically and horizontally 1.3 The environment in which it operates 1.4 The psychological contract between employer and employee 1.5 The skills required by HR professionals <p>RESOURCING THE ORGANISATION</p> <p>2. Demonstrate the ability to make appropriate judgements in relation to recruitment and selection</p> <ul style="list-style-type: none"> 2.1 HR planning 2.2 Analysing labour markets 2.3 Adopting the right organisational flexibility 2.4 Outsourcing 2.5 Establishing the employment contract 2.6 Carrying out recruitment processes 2.7 Selecting candidates based upon merit <p>MAINTAINING ATTENDANCE AND RETENTION</p> <p>3. Demonstrate the ability to enhance employee attendance and retention or solve problems when required</p> <ul style="list-style-type: none"> 3.1 Attendance management 3.2 Analysis of turnover 3.3 Ways to promote retention <p>MANAGING PERFORMANCE</p> <p>4. Demonstrate the ability to generate ideas to increase working performance within an organisation</p> <ul style="list-style-type: none"> 4.1 Individual performance management 	

- 4.2 Appraisal
- 4.3 Team performance
- 4.4 High performance working

ORGANISATIONAL FLEXIBILITY

5. Critically analyse the principles of flexibility

- 5.1 Forms of flexibility
- 5.2 The flexible firm

MANAGING REWARD

6. Demonstrate the ability to design appropriate employee reward processes

- 6.1 Principles of reward management
- 6.2 Job evaluation
- 6.3 Pay for performance

ENDING THE EMPLOYMENT CONTRACT

7. Demonstrate the ability to make appropriate judgements when terminating employee contracts

- 7.1 Forms of termination
- 7.2 Redundancy

PROMOTING LEARNING AND DEVELOPMENT

8. Demonstrate the ability to design appropriate learning interventions

- 8.1 The nature of learning and development
- 8.2 The learning organisation
- 8.3 Knowledge management
- 8.4 Competence and competencies
- 8.5 Talent management

PROMOTING GOOD EMPLOYEE RELATIONS

9. Demonstrate the ability to generate ideas to enhance relations between employers and employees

- 9.1 Forms of state intervention
- 9.2 The nature of the employment relationship
- 9.3 Trade unions
- 9.4 Involvement and communication
- 9.5 Handling grievance and discipline
- 9.6 Negotiation over terms and conditions

PROMOTING ETHICS AND CORPORATE SOCIAL RESPONSIBILITY IN HRM

10. Critically evaluate ethical and CSR factors in relation to HRM

- 10.1 Corporate social responsibility
- 10.2 Ethics
- 10.3 Equality and diversity

EMPOWERING WORKERS

11. Critically evaluate job design in relation to the psychological, business and social dimensions

- 11.1 Empowerment
- 11.2 Job design

MEASURING THE CONTRIBUTION OF HRM

12. Critically assess the contribution of HRM to organisational success

- 12.1 Best practice and best fit HRM
- 12.2 Measuring HRM's contribution
- 12.3 Benchmarking

Assessment Criteria:

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of six, all based upon a case study

Recommended Reading

Torrington D, Hall L and Taylor S, *Human Resource Management*, Financial Times Prentice Hall, 6th Edition 2005
ISBN: 0273687131

Wilkinson A and Redman T, *Contemporary Human Resource Management: Text and Cases*, Financial Times Prentice Hall, 2nd Edition 2005
ISBN: 0273686631