Unit 16: Human Resource Management

Unit code	Y/508/0487
Unit level	4
Credit value	15

Introduction

The aim of this unit is to enable students to appreciate and apply principles of effective Human Resource Management (HRM). People are the lifeblood of any organisation and being able to attract, recruit and retain talented staff is at the core of all HRM activity. This unit will explore the tools and techniques used in HRM to maximise the employee contribution and how to use Human Resource (HR) methods to gain competitive advantage. Students will explore the importance of training and development in building and extending the skills base of the organisation and ensuring it is relevant to the ever-changing business environment. Students will also consider the growing importance of becoming a flexible organisation with an equally flexible labour force, and become familiar with techniques of job design and with different reward systems.

The unit investigates the importance of good employee relations and the ways in which employers engage with their staff and possibly with trade unions. Students will gain an understanding of the law governing HRM processes as well as the best practices which enable an employer to become an 'employer of choice' in their labour market.

Learning Outcomes

By the end of this unit a student will be able to:

1. Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business objectives

2. Evaluate the effectiveness of the key elements of Human Resource Management in an organisation

3. Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation

4. Apply Human Resource Management practices in a work-related context.

Essential Content

LO1 Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business objectives

The nature and scope of HRM:

Definitions of HRM

What are the main functions and activities of HRM?

The 'Best Fit' approach versus 'Best Practice'

The hard and soft models of HRM

Workforce planning

Types of labour market, labour market trends and PESTLE

The internal labour market

Analysing turnover, stability and retention

The impact of legal and regulatory frameworks

The impact that advances in technology have had upon improving the efficiency of HR practices

Recruitment:

Sources of recruitment: internal versus external recruitment

Job analysis, job descriptions, personal specifications and competency frameworks

Selection:

Main methods of selection: strengths and weaknesses of each
Reliability and validity as key criteria

On-boarding and induction:

The issues affecting successful induction and socialisation of employees

LO2 Evaluate the effectiveness of the key elements of Human Resource Management in an organisation

Learning, development and training:

Differentiating development and training

Identifying training needs – the training gap

Types of training

Evaluation of training

Job and workplace design:

Reward management: extrinsic and intrinsic rewards from work

The link between motivational theory and reward

Series of job design-job extension techniques

The flexible organisation:

Types of flexibility: numerical, structural and functional flexibility

Models of flexible organisations (e.g. Handy, Atkinson)

Flexible working options in modern organisations

Benefits to employers and benefits to employees of flexible working practices

Performance and reward:

Performance management and methods used to monitor employee performance

Types of payment and reward system

Methods of a determination

LO3 Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation

Employee relations:

Maintaining good employee relations

Strategies for building and improving employee relations and engagement

Employee relations and the law:

The purpose of employment law

Key legal issues and constraints (e.g. equality, data protection, Health and Safety, redundancy, dismissal, employment contracts)

Ethical and social responsibilities

Trade unions and workplace representation:

The role of trade unions – local/national

Collective agreements

Discipline, grievances and redundancy – best practice

LO4 **Apply Human Resource Management practices in a work-related context**

Job and person specifications:

Preparing job specifications and person specifications applicable to the recruitment context and needs of the organisations, taking into account legislation and company policies

Recruitment and selection in practice:

The impact of technology on improving the recruitment and selection process; the use of online resources, digital platforms and social networking

Designing and placing job advertisements

Shortlisting and processing applications

Interviewing preparation and best practice

Selection best practice

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business objectives		**D1** Critically evaluate the strengths and weaknesses of different approaches to recruitment and selection, supported by specific examples
P1 Explain the purpose and the functions of HRM, applicable to workforce planning and resourcing an organisation **P2** Explain the strengths and weaknesses of different approaches to recruitment and selection	**M1** Assess how the functions of HRM can provide talent and skills appropriate to fulfil business objectives **M2** Evaluate the strengths and weaknesses of different approaches to recruitment and selection	
LO2 Evaluate the effectiveness of the key elements of Human Resource Management in an organisation		**D2** Critically evaluate HRM practices and application within an organisational context, using a range of specific examples
P3 Explain the benefits of different HRM practices within an organisation for both the employer and employee **P4** Evaluate the effectiveness of different HRM practices in terms of raising organisational profit and productivity	**M3** Explore the different methods used in HRM practices, providing specific examples to support evaluation within an organisational context	
LO3 Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation		**LO3 LO4** **D3** Critically evaluate employee relations and the application of HRM practices that inform and influence decision-making in an organisational context
P5 Analyse the importance of employee relations in respect to influencing HRM decision-making **P6** Identify the key elements of employment legislation and the impact it has upon HRM decision-making	**M4** Evaluate the key aspects of employee relations management and employment legislation that affect HRM decision-making in an organisational context	

Pass	Merit	Distinction
LO4 Apply Human Resource Management practices in a work-related context		
P7 Illustrate the application of HRM practices in a work-related context, using specific examples	**M5** Provide a rationale for the application of specific HRM practices in a work-related context	

Recommended Resources

Textbook

ARMSTRONG, M. and TAYLOR, S. (2014) *Armstrong's Handbook of Human Resource Management Practice.* 13th ed. London: Kogan Page.

BACH, S. and EDWARDS, M. (2013) *Managing Human Resources*. Oxford: Wiley.

BRATTON, J. and GOLD, J. (2012) *Human Resource Management: Theory and Practice.* 5th ed. Basingstoke: Palgrave.

TORRINGTON, D. et al. (2011) *Human Resource Management.* 8th ed. London: Prentice Hall.

Websites

www.cipd.co.uk	Chartered Institute for Personnel and Development
	(General Reference)
www.hr-guide.com	HR Guides
	(General Reference)
www.shrm.org	Society for Human Resource Management
	(General Reference)

Links

This unit links to the following related units:

Unit 4: The Hospitality Business Toolkit

Unit 43: Organisational Behaviour

Unit 44: Strategic Human Resource Management

Unit 46: Managing and Running a Small Business