



Human Resource Management

ABE unit code	5UHRM
Ofqual code	R/615/7478
Unit type	Optional
Level	5
Credits	20
GLH	70
Assessment method	Timed Open Book Exam

It is the role of the human resource department to get the right people, in the right place, at the right time, with the right skills, at the right price. At each stage, human resource management involves investing some value into the people via recruitment and selection of the right candidate, identifying and developing their knowledge and skills, and undertaking strategic activities such as workforce planning, developing employee engagement and reward strategies to add value to both employees and the organisation.

HR is more than just processes; if managed effectively it can add value and contribute to organisational success. This unit introduces you to contemporary approaches to managing people by analysing and challenging theory in relation to the practice of HRM. This will enable you to manage the people strategies in a diverse range of organisations and occupational disciplines breaking the stereotype and championing a value-added approach.

What you'll learn

The table below shows the learning outcomes of this unit (what you will be able to do or what you will know), along with the assessment criteria (what you will be able to do to demonstrate achievement of the learning outcome).

Learning Outcomes <i>The learner will:</i>	Assessment Criteria <i>The learner can:</i>	Weighting
1. Analyse the concept of human resource management (HRM) and its impact upon organisations	1.1 Discuss the concept of HRM in relation to the traditional approach of personnel management 1.2 Analyse the main HR activities involved within HRM 1.3 Analyse the external and internal factors influencing HRM practice 1.4 Evaluate the ways the HR function contributes to the organisation 1.5 Discuss the ways in which the HR function can be evaluated	20%
2. Assess the processes that arise from the application of human resource management in the workplace	2.1 Analyse the role strategic HRM plays in organisational performance 2.2 Evaluate the role HR policies play in defining organisational values 2.3 Assess the effectiveness of competency based approaches	30%
3. Appraise the various procedures and practices involved in HRM including human resource planning, resourcing, employee development, relations and reward, and evaluate their application	3.1 Discuss the process of human resource planning and its role in HRM 3.2 Appraise the activities involved in employee resourcing 3.3 Appraise the activities involved in employee development 3.4 Appraise the activities involved in employee relations 3.5 Appraise the activities involved in employee reward	30%
4. Evaluate the factors that determine the employment relationship in the workplace	4.1 Discuss the concept of the employment relationship 4.2 Examine the benefits of a good employment relationship 4.3 Evaluate the ways to support good employee relationships	20%

Capabilities

Alongside academic learning and development, ABE qualifications have been designed to develop your practical skills and capabilities. These capabilities are highlighted as certain values, knowledge, skills and behaviours that will help you in your professional development.

Below is an overview of the behaviours, skills and attitudes that you will develop through this unit include:

Element of learning	Key capabilities developed
Element 1 - Concept of HRM	Ability to discuss the key features of the HR function Ability to identify the contribution of HR activities to business organisations Ability to recognise how the HR function can be evaluated <i>Analysis, business performance, environmental analysis, internal analysis, HR practices</i>
Element 2 - Application of HRM processes	Ability to identify the principles of developing HR policy and its operational impact <i>Policy development, HR strategy, organisational awareness, analysis, decision-making, HR operations</i>
Element 3 - HRM procedures and practices	Ability to evaluate HR processes against relevant employment legislation and good practice <i>Communication, analysis, making reasoned judgements, application of theory, application of HR processes</i>
Element 4 - Employment relationship	Ability to assess the role of employee relations practices in maintaining an employment relationship <i>Employment relationships, employee retention, analysis, role of social media</i>

Localisation

It is very important when studying for your ABE qualification that you consider your local business environment and try to apply what you are learning to relevant scenarios in your local business context. Doing this will help you to put your learning into practice and use it in your professional day-to-day activities.

You should refer to your country's employment law in regard to recruitment and selection.

Indicative Content

1. Analyse the concept of human resource management (HRM) and its impact upon organisations

1.1 Discuss the concept of HRM in relation to the traditional approach of personnel management

- The foundations of HRM: Harvard model, and the models of Guest (1989 and 1997), Legge (1998), Sisson, Storey (1992), Hendry & Pettigrew (1986)
- The characteristics of HRM vs personnel management

1.2 Analyse the main HR activities involved within HRM

- The key HRM activities: resourcing, reward, relations and human resource development (HRD)

1.3 Analyse the external and internal factors influencing HRM practice

- Examination of the external environment and application of the PESTLE model and its impact upon HRM practice within organisations
- Examination of the internal environment and its impact upon HRM: organisational structure, culture, managerial skills, change management

1.4 Evaluate the ways the HR function contributes to the organisation

- Consideration of the concept of added value within the context of HRM
- Competitive advantage and HRM contribution

1.5 Discuss the ways in which the HR function can be evaluated

- Methods of evaluation: process vs output
- Types of performance measures and their application to HRM: profit vs cost, time, measures of effect and reaction, balanced scorecard
- Quantitative vs qualitative measures: employee, service level and wider stakeholder measures
- The use of data to interpret business trends and enable the development of cost benefit analysis

2. Assess the processes that arise from the application of human resource management in the workplace

2.1 Analyse the role strategic HRM plays in organisational performance

- The definitions of strategic HRM including the concepts of strategic integrations, coherence and bundling
- The process of HR strategy development and how this impacts upon operational HR

2.2 Evaluate the role HR policies play in defining organisational values

- HR policy e.g. diversity and equality, dignity at work, bullying and harassment, employee wellbeing and the link to organisational values

2.3 Assess the effectiveness of competency based approaches

- Concept of competencies including definitions
- Types of competencies: generic and specific competencies
- The role of competencies in integrated HRM

3. Appraise the various procedures and practices involved in HRM including human resource planning, resourcing, employee development, relations and reward, and evaluate their application

3.1 Discuss the process of human resource planning and its role in HRM

- Soft vs hard human resource planning
- The process of human resource planning and its impact upon decision-making including rationalisation, succession planning and employee development

3.2 Appraise the activities involved in employee resourcing

- The various processes involved in employee resourcing including recruitment and selection, induction, and release from the organisation
- An examination of performance management and its links with employee development, reward and relations

3.3 Appraise the activities involved in employee development

- An introduction into the concepts of learning theory in the areas of learning and development and practice: learning organisation, continuous development, self-managed learning
- The concept of training within organisations: types of training, growth of coaching and mentoring, management development and career management

3.4 Appraise the activities involved in employee relations

- The balance of power in the employment relationship and effect of labour market economics
- The processes and practices involved in managing the employment relationship on both an individual and collective level: disciplinary, grievance, fair and unfair dismissal, employee communication, negotiation, participation and involvement

3.5 Appraise the activities involved in employee reward

- An introduction to reward management systems and structures
- Examination of the role of job evaluation in ensuring fair, equitable, transparent reward systems
- Contingent pay practices: performance related pay, contribution based pay, competence related pay, team based pay, bonus schemes, executive based pay and factors affecting choice of approach

4. Evaluate the factors that influence the employment relationship in the workplace

4.1 Discuss the concept of the employment relationship

- Parties involved in the employment relationship and their expectations as the buyers and sellers of labour

4.2 Examine the benefits of a good employment relationship

- Contractual and psychological aspects of the employment relationship
- Impact upon employee retention

4.3 Evaluate the ways to support good employee relationships

- The role of employee voice in supporting the employee relationship
 - Review of employee wellbeing practices in supporting the employment relationship
 - The role of social media in changing the dynamic of the employment relationship
-