

Unit 3: Management of Human Resources

Unit code	J/650/2918
Unit type	Core
Unit level	4
Credit value	15

Introduction

People are the lifeblood of any organisation and the ability to attract, recruit and retain talented staff is critical to the success of any organisation, whether in business, in voluntary organisations or in government. Human resource management (HRM) provides organisations with the principles, knowledge and behaviours to focus people-management activities on supporting and enhancing organisational success and performance.

This unit will give students the knowledge and skills associated with human resources (HR) occupational roles at either a generalist level – for example, HR assistant, adviser or business partner – or more specialist roles in areas such as recruitment, talent acquisition and performance and reward management. Students will explore the nature and scope of HRM and the organisational context of people management, including recruitment and retention, training and development, reward systems, employment relations and associated legislative frameworks.

The aim of the unit is to enable students to understand and be able to apply principles of effective HRM to enhance sustainable organisational performance and contribute to organisational success, holding business outcomes and people outcomes in equal balance. Students will apply HR practices in a work-related context, using their knowledge and practising skills and behaviours in relevant professional areas, including resourcing, talent planning and recruitment, learning and development and employee engagement.

On completion of the unit, students will understand the purpose and scope of HRM activities. They will be able to apply a range of people-management skills to enhance the performance of an organisation by finding solutions to people-related problems.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success
- LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation
- LO3 Examine how external and internal factors can affect HRM decision-making in relation to organisational development
- LO4 Apply HRM practices in a work-related context for improving sustainable organisational performance.

Essential Content

LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success

Nature and scope of HRM:

Definitions of HRM.

The different specialist areas of HR e.g. resourcing, employee relations, organisational development and design, learning and development.

Generic HR competencies e.g. design of people strategies, creating people-management policies, employee engagement, supporting organisational change.

Typical roles in HR and responsibilities e.g. HR adviser, HR officer, people data analyst, HR assistant, employee relations officer.

Specific skills e.g. communication skills across all levels of the organisation, adaptability to changing work priorities and patterns, displaying tenacity and being proactive, keeping ahead of trends and changing legal and policy requirements.

Communicating organisational vision and goals and how these apply to teams.

Developing effective negotiation and influencing skills to manage conflict.

Working within an ethical framework and within recognised best practice.

Strategic HRM:

The development of strategic HRM in terms of business vision, mission statement, business objectives and strategic aims.

The nature and use of data analytics to support achievement of business objectives and meeting strategic aims.

Hard and soft models of HRM.

Organisational performance:

The impact of HRM on organisational performance e.g. effective recruitment and selection to meet specific knowledge and skills requirements, growing internal talent through training and development, and focusing on longer-term resource issues.

Performance management systems to support high-performance working.

Methods to measure organisational and individual performance.

LO2 **Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation**

Resourcing the organisation:

The process of workforce planning.

Assessing skills and capabilities using audits and gap analysis for identifying talent and skills gaps.

HR solutions, interventions and activities to close identified workforce gaps to meet shortages and meet targets.

The elements of an end-to-end roadmap e.g. what the plan is, direction, skills needs, skills gaps and solutions.

Methods for monitoring and measuring the implementation of a workforce action plan e.g. focus groups, surveys, data analytics.

Setting targets, key performance indicators (KPIs) and criteria used to assess the success of the plan against targets.

Workforce trends, including flexible working arrangements, remote working, virtual meetings and social distancing measures.

Addressing diversity and inclusion.

Types of labour market and skills shortages affecting recruitment and hard-to-fill vacancies e.g. lack of digital skills, leadership skills, data analytical skills.

Impact of relevant legislation, including data protection.

Recruitment and selection:

Different models of recruitment and selection.

Sources of recruitment e.g. internal vs external.

Achieving cultural diversity in recruitment.

Stages in recruitment and selection.

Different types of selection methods, including competence-based selection.

Legal frameworks and regulatory standards.

Retention:

Factors influencing retention, including the influence of the organisation's culture on retention, selecting the right talent and performance management.

Onboarding and induction, the value of effective employee socialisation.

Role of line managers in employee engagement and performance management.

Approaches to coaching and mentoring to support employees.

Methods for supporting mental health and wellbeing of employees.

Managing attrition, restructuring and redeployment, redundancy of employees.

Dealing with employee disciplinary and misconduct cases that end in dismissal.

LO3 Examine how external and internal factors can influence HRM decision-making in relation to organisational development

External and internal factors:

Identifying factors external to the organisation that influence HRM:

- impact of external factors on organisational performance, including skills gaps and labour force trends
- impact of globalisation on HR policies for equality, diversity and raising cultural awareness and sensitivity in the workplace
- impact of legal and regulatory frameworks
- Internal factors, including:
 - the impact and influence of leadership styles on organisational transformation, culture and employee experience
 - learning and development, how people learn, impact of digital learning
 - the relationship between organisational culture and strategic planning and development
- impact of motivation on performance.

Organisational development:

The changing work environment e.g. need for flexible organisations and employees with adaptable skills and competencies, and developing high performance through effective leadership of multiple and remote teams.

Characteristics of agile organisation.

Digital transformation of HR functions e.g. reporting dashboards and predictive models for advanced people analytics, artificial intelligence (AI) for talent acquisition, cloud capabilities for measuring team performance and calibration decision-making.

LO4 **Apply HRM practices in a work-related context for improving sustainable organisational performance**

Job descriptions and person specification:

Referencing workforce planning.

Assessing the need to create and fill a post.

Preparing different types of job description, including competence-based and task-based, assessing the merits of each type.

Identifying the qualities and attributes relevant to the design of a person specification.

Designing a person specification relevant to a chosen job role.

Recruitment and selection in practice:

Designing and placing job advertisements.

Shortlisting and processing applications.

Interviewing preparation and best practice.

Selection best practice.

Performance management:

Performance management aligned to workforce planning.

Methods of financial and non-financial rewards.

Staff development e.g. continuing professional development (CPD) and training to build and motivate teams.

Providing support and maintaining wellbeing through coaching and mentoring.

Embedding learning and reflective practice in personal development planning.

Managing underperformance, disciplinary actions, industrial disputes and grievance procedures.

Succession planning.

Employee relationship:

The employment relationship.

The psychological contract.

Employee voice and engagement.

Managing performance to attain competitive advantage and increase job satisfaction.

Building trust and relationships by sharing good practice and working collaboratively.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success		LO1 and LO2 D1 Critically evaluate the strengths and weaknesses of HRM in relation to creating a sustainable workforce action plan for recruiting and retaining talent.
P1 Explain the main areas of HRM and their contribution to creating sustainable performance. P2 Review the effects of the changing nature of organisations on human resources skills and knowledge.	M1 Compare areas of HRM to create sustainable organisational performance. M2 Examine HRM in relation to the changing nature of the modern business organisation.	
LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation		
P3 Create a workforce action plan that addresses skills needs, skills gaps and hard-to-fill vacancies for recruiting and retaining talent in an organisation.	M3 Devise a strategic workforce action plan for improving recruitment and retention in relation to the importance of the labour market.	

Pass	Merit	Distinction
LO3 Examine how external and internal factors can affect HRM decision-making in relation to organisational development		
P4 Investigate the external and internal factors that affect HRM decision-making to support organisational development.	M4 Discuss the key external and internal factors that affect HRM decision-making, using relevant organisational examples to illustrate how they support organisational development.	
LO4 Apply HRM practices in a work-related context for improving sustainable organisational performance		
P5 Apply HRM practices in a work-related context, using specific examples to demonstrate improvement to sustainable organisational performance.	M5 Illustrate how the application of specific HRM practices in a work-related context can improve sustainable organisational performance.	

Recommended Resources

Textbooks

Armstrong, M. and Taylor, S. (2023) *Armstrong's Handbook of Human Resource Management Practice*. 16th Ed. London: Kogan Page.

Leatherbarrow, C. and Fletcher, J. (2018) *Introduction to Human Resource Management*. 4th Ed. London: CIPD and Kogan Page.

Marchington, M., Wilkinson, A., Donnelly, R. and Kynighou, A. (2020) *Human Resource Management at Work: The Definitive Guide*. 7th Ed. London: CIPD and Kogan Page.

Torrington, D., Hall, L., Atkinson, C. and Taylor, S. (2020) *Human Resource Management*. 11th Ed. London: Pearson.

Websites

www.cipd.co.uk	Chartered Institute of Personnel and Development (General reference)
www.hr-guide.com	HR-Guide (General reference)
www.personneltoday.com	Personnel Today "Topics" and "Webinars" (General reference)
www.shrm.org	Society for Human Resource Management (General reference)

Links

This unit links to the following related units:

Unit 7: Business Law

Unit 12: Executive Recruitment Solutions

Unit 13: Human Capital Management

Unit 20: Organisational Behaviour Management

Unit 30: Resource and Talent Planning

Unit 31: Employee Relations

Unit 32: Strategic Human Resource Management