



SEVERN
BUSINESS
COLLEGE

CPD Level 7 Postgraduate Diploma in
Human Resource Management

Course Handbook

Qualification

CPD Level 7 Postgraduate Diploma in Human Resource Management

Level

7

Guided Learning Hours

300

Total Qualification Time Hours

1200

Credit Value

120

Qualification Objective

The Level 7 Postgraduate Diploma in Human Resource Management provides learners with the skills and understanding in business and human resource management (HRM), that align with good strategic decision making, to maintain organisations competitive advantage.

You will learn about both the theory and practice of business and human resource management at a postgraduate level, and cover topics as: HRM strategies, organisational change, employee development, new technologies at work, strategic planning and financial performance. In addition to providing a comprehensive knowledge of business and human resource functions, the structure of the course ensures that students have the widest possible range of career, employment and higher education opportunities available to them on completion of the course.

Assessment

Assessment is through practical assignments, with no exams - to more accurately reflect the real working environment.

Unit Structure of the Qualification

Units	Unit level	Unit credit
Human Resource Management Strategies	7	20
Change in International Organisations	7	20
Employee Development Management	7	20
New Technologies Management	7	20
Strategic Business Planning	7	20
Financial Performance Management	7	20

Assessment Grades

Marks Ranges	Marking Criteria
Pass	All learning outcomes are achieved. All assessment criteria are met.
Fail	All learning outcomes are not achieved. All assessment criteria are not met.
No Marks	Plagiarism

UNIT SPECIFICATIONS**Unit Title**

Human Resource Management Strategies

Level

7

Guided Learning Hours

50

Learning Time Hours

200

Credit Value

Learning Outcomes

- 1 Understand the international economic drivers that influence HRM strategies.
- 2 Understand the importance of HRM strategies in achieving employee commitment, flexibility, quality and strategic integration.
- 3 Understand the relationship between HRM and organisational performance.
- 4 Understand the global issues that influence the development and implementation of global HRM strategy.

Learning Outcomes and Assessment Criteria

The learning outcomes describe the abilities that learners will possess after they have completed the unit. The assessment criteria provide a list of achievements sufficient to demonstrate that a learner has met the learning outcomes.

Learning Outcome <i>To achieve this unit a learner must:</i>	Assessment Criteria <i>Assessment of this outcome will require a learner to demonstrate that they can:</i>
1 Understand the international economic drivers that influence HRM strategies.	1.1 Investigate the key international economic drivers that influence HRM strategy. 1.2 Analyse the influence of the key economic drivers for individual components of HRM strategy. 1.3 Critically evaluate the key economic drivers that influence the strategy of a given organisation.
2 Understand the importance of HRM strategies in achieving employee commitment, flexibility, quality and strategic integration.	2.1 Critically examine HRM goals of employee commitment, flexibility, quality and strategic integration. 2.2 Evaluate the effectiveness of HRM strategy in achieving these goals within a given organisation.
3 Understand the relationship between HRM and organisational performance.	3.1 Systematically investigate the theory and evidence related to the conceptual relationship between HRM and organisational performance. 3.2 Evaluate the impact of HRM on organisational performance within a given organisation.
4 Understand the global issues that influence the development and implementation of global HRM strategy.	4.1 Explain the organisational, national and cultural issues that influence HRM strategy. 4.2 Systematically analyse organisational, national and cultural issues that influence HRM strategy. 4.3 Recommend how these issues can be addressed when developing and implementing a global HRM strategy.

UNIT SPECIFICATIONS

Unit Title

Change in International Organisations

Level

7

Guided Learning Hours

50

Learning Time Hours

200

Credit Value

20

Learning Outcomes

- 1 Understand how organisational structures influence performance outcomes in international organisations.
- 2 Understand theories of and resistance to organisational change.
- 3 Understand the impact of organisational culture in relation to changes in international organisations.
- 4 Understand the impact of individual motivation and work attitudes on employee and organisational performance.

Learning Outcomes and Assessment Criteria

The learning outcomes describe the abilities that learners will possess after they have completed the unit. The assessment criteria provide a list of achievements sufficient to demonstrate that a learner has met the learning outcomes.

Learning Outcome <i>To achieve this unit a learner must:</i>	Assessment Criteria <i>Assessment of this outcome will require a learner to demonstrate that they can:</i>
1 Understand how organisational structures influence performance outcomes in international organisations.	1.1 Critically examine a range of international organisations, structural designs. 1.2 Explain a range of common, desirable business performance outcomes. 1.3 Recommend international organisational, structural designs achieve desired performance outcomes.
2 Understand theories of and resistance to organisational change.	2.1 Analyse a range of theories of organisational change. 2.2 Explore the reasons for resistance to change from the workforce. 2.3 Make recommendations as to how resistance to change can be addressed.
3 Understand the impact of organisational culture in relation to changes in international organisations.	3.1 Examine the theories of organisational culture. 3.2 Explain the methods of change commonly employed within organisations to adapt to change. 3.3 Evaluate the impact of organisational culture on an international organisation's ability to adapt to change.
4 Understand the impact of individual motivation and work attitudes on employee and organisational performance.	4.1 Critically examine a range of theories of individual motivation and work attitude. 4.2 Explore the conceptual relationship between employee motivation and work attitude and organisational performance. 4.3 Evaluate the impact of employee motivation and work attitude on employee and organisational performance within a given organisation.

UNIT SPECIFICATIONS

Unit Title

Employee Development Management

Level

7

Guided Learning Hours

50

Learning Time Hours

200

Credit Value

20

Learning Outcomes

- 1 Understand the practical use of a range of training theories and models in HRM.
- 2 Be able to carry out a training needs analysis in line with organisational strategy.
- 3 Understand the benefits and limitations of a range of employee development methods available to international organisations.
- 4 Understand recent trends in employee development in international organisations.

Learning Outcomes and Assessment Criteria

The learning outcomes describe the abilities that learners will possess after they have completed the unit. The assessment criteria provide a list of achievements sufficient to demonstrate that a learner has met the learning outcomes.

Learning Outcome <i>To achieve this unit a learner must:</i>	Assessment Criteria <i>Assessment of this outcome will require a learner to demonstrate that they can:</i>
1 Understand the practical use of a range of training theories and models in HRM.	1.1 Critically examine a range of training theories and models. 1.2 Analyse training theories and models in practice within a given organisation.
2 Be able to carry out a training needs analysis in line with organisational strategy.	2.1 Critically examine the theory and models of training needs analysis. 2.2 Undertake a training needs analysis of a given organisation. 2.3 Recommend development interventions to support the organisation strategy.
3 Understand the benefits and limitations of a range of employee development methods	3.1 Critically examine a range of other employee development methods. 3.2 Analyse a range of employee development methods used within an

available to international organisations.	international organisation. 3.3 Critically evaluate the efficacy of a range of employee development methods used within an international organisation.
4 Understand recent trends in employee development in international organisations.	4.1 Systematically examine recent trends in employee development. 4.2 Assess the impact of recent trends in employee development within an international organisation. 4.3 Evaluate employee development currently used in an international organisation.

UNIT SPECIFICATIONS

Unit Title

New Technologies Management

Level

7

Guided Learning Hours

50

Learning Time Hours

200

Credit Value

20

Learning Outcomes

- 1 Understand the role of human resource professionals in supporting existing and new working practices in international organisations.
- 2 Understand employee attitudes to new technologies at work.
- 3 Understand different forms of work organisations that have been created as a result of technological innovations.
- 4 Understand the implications of new technologies and working practices for the management of workers.

Learning Outcomes and Assessment Criteria

The learning outcomes describe the abilities that learners will possess after they have completed the unit. The assessment criteria provide a list of achievements sufficient to demonstrate that a learner has met the learning outcomes.

Learning Outcome <i>To achieve this unit a learner must:</i>	Assessment Criteria <i>Assessment of this outcome will require a learner to demonstrate that they can:</i>
1 Understand the role of human resource professionals in supporting existing and new working practices in international organisations.	1.1 Critically review a range of definitions of new technology at work. 1.2 Assess the role of HR professionals in supporting effective working practices in international organisations. 1.3 Assess the role of HR professionals in supporting the implementation of new technologies.
2 Understand employee attitudes to new technologies at work.	2.1 Critically examine theories and practices related to employee attitudes to new technologies at work. 2.2 Assess the impact of employees' attitudes on the adoption of new technology at work.
3 Understand different forms of work organisations that have been created as a result of technological innovations.	3.1 Explain the benefits and limitations of different forms of work organisations that have been created as a result of technological innovations. 3.2 Critically evaluate different forms of work organisations that have emerged as a result of technological innovations.
4 Understand the implications of new technologies and working practices for the management of workers.	4.1 Examine factors that affect contemporary working practice in relation to the management of workers. 4.2 Analyse a range of new technologies for the management of workers. 4.3 Critically evaluate the implications of new technologies and working practices for the management of workers.

UNIT SPECIFICATIONS

Unit Title

Strategic Business Planning

Level

7

Guided Learning Hours

50

Learning Time Hours

200

Credit Value

20

Learning Outcomes

- 1 Understand the role of strategic business planning in organisations.
- 2 Understand the impact of internal and external factors on organisations.
- 3 Understand the strategies that organisations use to achieve competitive advantage.
- 4 Understand the environmental factors that affect strategic business management and planning.

Learning Outcomes and Assessment Criteria

The learning outcomes describe the abilities that learners will possess after they have completed the unit. The assessment criteria provide a list of achievements sufficient to demonstrate that a learner has met the learning outcomes.

Learning Outcome <i>To achieve this unit a learner must:</i>	Assessment Criteria <i>Assessment of this outcome will require a learner to demonstrate that they can:</i>
1 Understand the role of strategic business planning in organisations.	1.1 Appraise processes by which organisations identify their goals and values 1.2 Explain the characteristics of strategic business management and planning 1.3 Evaluate the classic and contemporary models used in developing business strategies and plans
2 Understand the impact of internal and external factors on organisations.	2.1 Evaluate the impact and influence of the external environment (PESTLE) on organisational business management and planning strategies 2.2 Evaluate the influence of organisational governance requirements on organisational business management and planning strategies 2.3 Explain how organisations forecast change in order to shape strategic options
3 Understand the strategies that organisations use to achieve competitive advantage.	3.1 Analyse means by which an organisation positions itself to outperform its competitors 3.2 Evaluate appropriate strategies for emerging, maturing and declining competitive positions 3.3 Assess the impact of risk factors on strategic business management activities
4 Understand the environmental factors that affect strategic business management and planning.	4.1 Analyse the potential impact of emerging global issues in strategic business management and planning activities in organisations 4.2 Evaluate the impact of stakeholder interests in shaping strategic business management and planning activities in organisations 4.3 Explain how organisations respond to environmental factors when making strategic plans

UNIT SPECIFICATIONS**Unit Title**

Financial Performance Management

Level

7

Guided Learning Hours

50

Learning Time Hours

200

Credit Value

20

Learning Outcomes

- 1 Understand the impact of financial resourcing on an organisation's performance.
- 2 Understand how to use appraisal methods to manage financial resources.
- 3 Know how to assess the performance of organisations.
- 4 Understand how to use management accounting methodology to manage resources effectively.

Learning Outcomes and Assessment Criteria

The learning outcomes describe the abilities that learners will possess after they have completed the unit. The assessment criteria provide a list of achievements sufficient to demonstrate that a learner has met the learning outcomes.

Learning Outcome <i>To achieve this unit a learner must:</i>	Assessment Criteria <i>Assessment of this outcome will require a learner to demonstrate that they can:</i>
1 Understand the impact of financial resourcing on an organisation's performance.	1.1 Identify the need for financial resources within a strategic plan 1.2 Appraise methods by which financial resources are allocated, managed and controlled 1.3 Evaluate the impact of the financial resource decision making on business strategy
2 Understand how to use appraisal methods to manage financial resources.	2.1 Evaluate how alternative strategic investment opportunities are assessed 2.2 Identify the data to be used when making decisions about the use of financial resources 2.3 Analyse alternative investments using appraisal methods 2.4 Justify recommendations about the use of financial resources
3 Know how to assess the performance of organisations.	3.1 Justify the selection of data to use in analysing business performance 3.2 Evaluate performance data to support strategic decision making 3.3 Analyse business information to make substantiated recommendations about improving business performance
4 Understand how to use management accounting methodology to manage resources effectively.	4.1 Analyse costing reports 4.2 Compare organisational performance against costs and budgets 4.3 Analyse budgets and budget out turns 4.4 Identify actions to be taken in response to costing and budgetary information