



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

MODULE DIRECTORY

CIPD Diploma in Applied Human Resources

Level 5

Institute of Management and Health
Academic Discipline: IMH (Swansea)

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INTRODUCTION

This Module Directory includes all the modules for Level 5 within the CIPD Diploma in Applied Human Resources in the academic year 2020-2021.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the relevant Institute Office.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

MODULES

CORE MODULES (UNITS)

MODULE CODE: BMPD5000

DEVELOPING PROFESSIONAL PRACTICE IN HUMAN RESOURCES

Purpose and aim of unit

The aim of this unit is to enable the learner to develop a sound understanding of the knowledge, skills and behaviours required by human resources (HR) professionals, whether in a generalist or specialist role. The unit clarifies the context of the learner's specific HR development programme and the opportunities it affords to prepare for a career in HR. It explores a range of roles and career paths available in HR and considers the wider performance requirements, including work management, creative problem-solving and teamwork, required of HR professionals. Having explored HR as a profession, learners are supported to assess their strengths and development areas against HR practice capabilities, identify development objectives, and devise and implement a plan for continuing professional development (CPD). The unit also addresses many of the standards of attainment set out in the Personal Learning and Thinking Skills (PLTS) national outcomes.

Learning outcomes

On completion of this unit, learners will:

1. Understand the components of a specific HR career development programme.
2. Understand the range of HR roles and behavioural requirements of HR professionals.
3. Be able to manage self and workload to meet performance requirements.
4. Be able to work collaboratively with others, as a member of a team or working group.
5. Be able to apply CPD techniques to devise, implement and review a personal development plan.

MODULE CODE: BMPD5001

UNDERSTANDING THE BUSINESS CONTEXT OF HUMAN RESOURCES

Purpose and aim of unit

Human resources (HR) professionals need to understand key developments in the business and external contexts within which organisations and, therefore, HR operate. This unit is designed to encourage learners to critically explore these contexts in order to be able to provide workable HR solutions to address them. The unit enables learners to understand different types of organisation and to analyse the factors which impact on their business and operating environment. These factors are then considered in the light of how they impact on the HR function – its policy and activities. The unit also examines HR's role in organisational strategy and how organisational strategy is converted into HR policy, practice and behaviour.

Learning outcomes

On completion of this unit, learners will:

1. Understand organisational factors which impact on the HR function.
2. Understand external factors which impact on the organisation's business and their HR function.
3. Understand how organisational and HR strategies and practices are shaped and developed.

MODULE CODE: BMPD5003

UNDERSTANDING THE CONTEMPORARY HUMAN RESOURCES FUNCTION

Purpose and aim of unit

The purpose of this unit is to introduce learners to main human resources (HR) activity and to the role of the HR function in contemporary organisations. It focuses on the aims and objectives of HR and how HR objectives are evolving as organisations themselves evolve. In doing so, the unit considers both the transactional and transformational aspects of HR. The unit goes on to explore different ways of delivering HR objectives in organisations and the case for an ethical approach. Finally, the unit considers how the contribution of HR to the organisation can be evaluated and reviews some published research linking HR activity with positive organisational outcomes.

Learning outcomes

On completion of this unit, learners will:

1. Understand the purpose and key objectives of the HR function in contemporary organisations.
2. Understand different models of delivering HR services.
3. Understand the role of ethics in HR management and development.
4. Understand how HR's contribution to the organisation can be evaluated.

MODULE CODE: BMPD5004

UNDERSTANDING EMPLOYMENT LAW

Purpose and aim of unit

Recent decades have seen a substantial increase in the extent to which the employment relationship in the UK, Ireland and the EU is regulated through employment legislation. As a result, human resources (HR) professionals are now obliged to take account of legal requirements in different jurisdictions when carrying out many central aspects of their role. The purpose of this unit is to introduce the major areas of employment legislation and the employment law system, focusing in particular on how day-to-day HR activities are subjected to some form of regulation. The unit is intended to provide an overview of employment legislation, rather than a detailed focus on specific employment laws, for those who need to understand emerging developments in the management of the employment relationship in local and international jurisdictions. The unit also addresses the majority of the standards of attainment set out in the Employee Rights and Responsibilities (ERR) national outcomes.

Learning outcomes

On completion of this unit, learners will:

1. Understand the purpose of employment regulation and the way it is enforced.
2. Know how to manage recruitment and selection activities lawfully.
3. Know how to manage change and reorganisation lawfully.
4. Know how to manage issues relating to pay and working time lawfully.
5. Know how to ensure staff are treated lawfully at work.
6. Know how to manage performance and disciplinary matters lawfully.

MODULE CODE: BMPD5002

USING A RESEARCH APPROACH IN HUMAN RESOURCES

Purpose and aim of unit

Human resources (HR) professionals need to understand the research process and the use of research to both inform and develop their practice. This core unit develops the learners' knowledge about the research process and how research can improve understanding, aid decision-making and provide the basis for a change in practice. They will develop their skills in identifying and reviewing data sources and presenting a business report for different purposes. The unit also provides opportunities for learners to further develop their personal learning and thinking skills, especially independent enquiry.

Learning outcomes

On completion of this unit, learners will:

1. Understand the meaning of research and the research process.
2. Be able to conduct a data review and analyse the findings.
3. Be able to draw meaningful conclusions and make recommendations.
4. Be able to prepare clear, business-focused reports on an HR issue.

GROUP A MODULES (UNITS)

MODULE CODE: BMPD5009

UNDERSTANDING COACHING AND MENTORING IN THE ORGANISATION

Purpose and aim of unit

The purpose of this unit is to develop learners' understanding of both coaching and mentoring and of the potential value of both practices within organisations. The unit begins by exploring the concepts of coaching and mentoring, the similarities in, and differences between them and the validity of grouping coaching and mentoring together, as they so often are. The unit goes on to look at different models of implementing coaching and mentoring in organisations, the role of line managers in both the practices and the factors that all organisations should consider before implementation. Finally the unit considers the potential benefits of coaching and mentoring for both coach/mentor and coachee/mentee, as well as, importantly, for the organisation. Although the unit does not expect the learner to be a skilled coach or mentor, it does prepare them for making a contribution to coaching and mentoring activities within an organisational context.

Learning outcomes

On completion of this unit, learners will:

1. Understand the concepts of coaching and mentoring.
2. Understand different ways coaching and mentoring can be implemented in organisations.
3. Understand the potential benefits of coaching and mentoring in organisations.

MODULE CODE: BMPD5007

UNDERSTANDING EMPLOYEE ENGAGEMENT

Purpose and aim of unit

This unit provides learners with a broad understanding of what is meant by employee engagement, and how it can be linked to, and yet distinguished from, other related concepts. It explores the key components of employee engagement and the processes through which high levels of engagement can be secured and sustained within an organisation, and the importance of alignment between these different processes. The unit goes on to consider the rationale for high employee engagement and the potential benefits to be gained. Finally, the unit considers trends in employee engagement and, based on these, the possible future for employee engagement in organisations.

Learning outcomes

On completion of this unit, learners will:

1. Understand the concept of employee engagement.
2. Understand the key components of employee engagement.
3. Understand the potential contribution of employee engagement to positive organisational outcomes.
4. Know how to access and interpret employee engagement data.

MODULE CODE: BMPD5006

UNDERSTANDING THE LINK BETWEEN INDIVIDUAL AND ORGANISATIONAL PERFORMANCE

Purpose and aim of unit

This unit introduces the learner to how organisations can drive sustained organisation performance by creating a high-performance work organisation (HPWO) and involving line managers in the performance management process. The unit explores the conceptual framework of high-performance working (HPW) and examines its impact on organisational performance, competitive advantage, employee engagement and employee well-being. Further, the unit examines performance management processes and how the involvement and commitment of line managers can encourage and support HPW.

Learning outcomes

On completion of this unit, learners will:

1. Understand the concept of high-performance working and how it can benefit individuals and the organisation.
2. Understand the contribution of the performance management process to high levels of performance.
3. Understand the role of line managers in the performance management process.

MODULE CODE: BMPD5010

UNDERSTANDING THE MANAGEMENT OF CHANGE

Purpose and aim of unit

This unit develops an understanding of change and change management in organisations. It begins with consideration of what drives change, what enables change and what hinders change, and how key theories and models can support our effective management of change. The unit goes on to explore the importance of positive relationships to change processes and how these can be built and developed, including an analysis of the different types of communications and support likely to be needed by all those involved. Finally the unit focuses on the practical aspects of managing change – how to plan for change, best practice in implementing change – how to monitor activities to keep things on track and how to assess the impact of change.

Learning outcomes

On completion of this unit learners will:

1. Understand key principles, theories and models relating to change in organisations.
2. Understand the importance of communication and relationship management within change processes.
3. Know how to plan, implement and monitor change processes.

MODULE CODE: BMPD5008

UNDERSTANDING THE MANAGEMENT OF EMPLOYMENT RELATIONS

Purpose and aim of unit

Human resource (HR) professionals need to understand key developments in the theory and practice of employment relations, both within and beyond the immediate organisational context. This unit allows learners to develop the knowledge required to make effective judgements about employment relations policy, processes and practice in both local and European jurisdictions. The unit is designed to encourage learners to research and gain an understanding of the broader developments that are influencing the effective management of the employment relationship in indigenous and multinational organisations.

Learning outcomes

On completion of this unit, learners will:

1. Understand theoretical approaches to employment relations.
2. Understand the roles of key parties involved in employment relations.
3. Understand different models of employee representation.
4. Understand different forms of conflict behaviour and dispute resolution.

MODULE CODE: BMPD5005

UNDERSTANDING RESOURCING AND TALENT PLANNING

Purpose and aim of unit

A fundamental part of the human resource (HR) management role is concerned with the mobilisation of a workforce, taking responsibility for ensuring that the organisation is able to access the skills it needs, at the time and in the places that it needs them, to drive sustained organisation performance. This involves attracting, retaining and, from time to time, managing the departure of staff from the organisation. This unit introduces learners to the labour market and to the strategic approaches organisations take to ensure they are able to meet their current and anticipated talent and skill needs. The unit also explores the key practices that organisations use to resource their organisations and good practice in each of these areas. These encompass workforce planning, succession planning, attracting and retaining talent, recruitment, selection, dismissal, redundancy and retirement processes.

Learning outcomes

On completion of this unit, learners will:

1. Know how to undertake core talent planning activities.
2. Know how to attract and retain talent.
3. Understand good practice in relation to organisational resourcing activities.

GROUP B MODULES (UNITS)

MODULE CODE: BMPD5014

CONTRIBUTING TO COACHING AND MENTORING IN THE ORGANISATION

Purpose and aim of unit

The purpose of this unit is to extend learners' knowledge of coaching and mentoring and to support them in applying this to the development of effective coaching and/or mentoring programmes within an organisation. Learners are first required to assess the current level of coaching and mentoring activity in the organisation and the value this has in supporting the achievement of individual, team and organisational objectives. Using this knowledge, learners are then required to make appropriate recommendations for developing coaching and mentoring activity, taking into account how this fits with the organisation's wider human resource development/learning and development (HRD/L&D) strategy, and other factors/potential barriers which could have an impact on further development. Learners are also required to actively contribute to the implementation of either coaching or mentoring initiatives (or both, if appropriate) in the organisation, through promoting benefits, assisting the development of systems, helping build the capability of potential coaches or mentors, providing information/guidance to potential coaches/mentees and supporting the evaluation and continuous improvement of programmes.

Learning outcomes

On completion of this unit, learners will:

1. Be able to assess the impact of coaching and mentoring activity within an organisation and make recommendations for further development.
2. Be able to support the implementation of coaching and/or mentoring programmes within an organisation.

MODULE CODE: BMPD5013

CONTRIBUTING TO EMPLOYEE ENGAGEMENT IN THE ORGANISATION

Purpose and aim of unit

This unit develops learners' knowledge and skills in relation to employee engagement, with a focus on the practical realities of gauging and enhancing employee engagement in the workplace. It requires the learner to investigate and assess current levels of employee engagement in order to evaluate the incidence and effectiveness of current engagement processes. Learners will consider the key drivers for, and hindrances to, engagement within an organisation and also research best practice in other relevant organisations. Based on this analysis and research, learners will go on to identify ways in which the organisation could enhance employee engagement and to draw up a realistic plan for how at least one of these strategies could be implemented.

Learning outcomes

On completion of this unit, learners will:

1. Be able to assess levels of employee engagement within an organisation.
2. Be able to evaluate current organisational approaches to employee engagement.
3. Be able to recommend and plan strategies to raise levels of employee engagement within an organisation.

MODULE CODE: BMPD5012

CONTRIBUTING TO IMPROVING ORGANISATIONAL PERFORMANCE

Purpose and aim of unit

Human resources (HR) professionals have a key role to play in improving organisational performance, through implementing individual performance management policies and activities. This unit enables learners to further develop their knowledge in this area and to apply it in activities in the workplace. Learners are required to support line managers in activities such as monitoring performance, addressing poor performance, encouraging high performance, and carrying out performance and development reviews. The unit goes on to review an organisation's overall approach to performance management and the extent to which this contributes to organisational performance. Finally, the learner is supported to generate ideas for how the organisation's approach could be developed and make meaningful recommendations for improvement.

Learning outcomes

On completion of this unit, learners will:

1. Be able to provide information on performance management activity within an organisation.
2. Be able to support line managers to deliver performance management activities within an organisation.
3. Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

MODULE CODE: BMPD5015

CONTRIBUTING TO THE MANAGEMENT OF CHANGE

Purpose and aim of unit

This unit enables learners to extend their knowledge of change management and apply it to the management of real change processes within the organisation. Learners are required to establish the need, objectives and potential benefits of change and to devise a plan for implementing appropriate change processes, including relevant communication and support strategies for those affected by the changes. Once the plan is agreed with decision makers the learner is required to play a key role in implementing the plan, maintaining positive relationships and providing information and support to others involved, and maintaining appropriate records of activities. The learner is also required to monitor change processes and make justified adjustments to their implementation where needed. Finally the learner is required to assess the impact of the change and to communicate this to stakeholders identifying any further corrective or development actions required to ensure the success of the change project.

Learning outcomes

On completion of this unit, learners will:

1. Be able to plan for the implementation of change processes within an organisation.
2. Be able to implement a change plan
3. Be able to assess the impact of change processes within an organisation.

MODULE CODE: BMPD5011

CONTRIBUTING TO RESOURCING AND TALENT PLANNING IN THE ORGANISATION

Purpose and aim of unit

The human resource (HR) management role is concerned with the mobilisation of a workforce, taking responsibility for ensuring that the organisation is able to access the skills it needs, at the time and places that it needs them, in order to drive sustained organisation performance. This involves attracting, recruiting, retaining and, from time to time, managing the departure of staff from the organisation. This unit requires learners to review the organisation's strategic approach to talent planning and make recommendations for how this can be developed. It also requires learners to contribute directly to activities which underpin the effective resourcing of an organisation, such as: developing job descriptions, person specifications or competency frameworks; undertaking recruitment and selection activities; or participating in redeployment, redundancy or retirement activities.

Learning outcomes

On completion of this unit, learners will:

- Be able to review and evaluate an organisation's approach to talent planning.
- Be able to recommend ways to improve an organisation's approach to talent planning.
- Be able to contribute to people resourcing activities.