SEVERN BUSINESS COLLEGE

CPD Level 6 Graduate Diploma in Human Resource Management

Course Handbook

Qualification
CPD Level 6 Graduate Diploma in Human Resource Management

Level
6

Guided Learning Hours
520

Total Qualification Time Hours
1200

Credit Value
120

Qualification Objective
The Level 6 Graduate Diploma in Human Resource Management qualification aims to develop a critical strategic understanding of contemporary management and develop the skill set needed by a senior HR professional. The qualification is designed to enable Graduate Diploma holders to excel in a leadership role and offer strong expertise in the field of HR.
The Level 6 Graduate Diploma in Human Resource Management is at the same level as the final year of a Bachelors degree. In addition to providing a comprehensive knowledge of human resource management 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
Strategic Human Resource Management	6	24
Organisational Change and Development	6	24
Corporate Strategy Planning	6	24
Project Management	6	24
Research Methods	6	24

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
Strategic Human Resource Management

Level
6

Guided Learning Hours
110

Learning Time Hours
240

Credit Value
24

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 *To achieve this unit a learner must:*	Assessment Criteria *Assessment of this outcome will require a learner to demonstrate that they can:*
1 Understand the nature and benefits of taking a strategic approach to the management and development of people.	1.1 Define HR strategy and distinguish between what is and is not strategic.
	1.2 Describe the content and context of an HR strategy, related to a range of alternative organisational and business scenarios.
	1.3 Critically evaluate the value added by an organisation's HR strategy.
	1.4 Explain and justify the role of and the sources of authority, influence and power for the human resource strategist.
	1.5 Critically evaluate the major alternative models for strategic human resource management.
2 Understand the positioning of an organisation's HR strategy as the bridge between its corporate strategy and higher order purposes and its lower level human resource activities.	2.1 Evaluate the nature and benefits of vertical integration (best fit and coherence) between an organisation's corporate and human resource strategies.
	2.2 Evaluate the significance of horizontal integration as a strategic option.
	2.3 Recognise the relationship between changes in an organisation's operational, marketing and financial strategies, and their potential impact on the organisation's HR strategies.
3 Understand the design, monitoring and evaluation of an HR strategy.	3.1 Explain how to conduct an environmental analysis focused on the development and/or refinement of an organisation's HR strategy.
	3.2 Construct an outline HR strategy customised to the needs and aspirations of the organisation to which it applies.
	3.3 Examine and evaluate the alternative methods for gaining stakeholder commitment to a HR strategy.
	3.4 Incorporate appropriate ethical principles and values in a proposed HR strategy.
	3.5 Indicate how human resource management practices may be monitored, and compare the various techniques for doing so.
	3.6 Identify and assess the ways in which the effectiveness of an HR strategy may be measured.
4 Understand the strategies for people resourcing.	4.1 Explain what it means to take a strategic approach to organisational design.
	4.2 Apply the principles of strategic thinking to the development of strategically-aligned people resourcing (recruitment and selection) processes and practices.
	4.3 Define and apply a strategic approach to the deployment, attendance and retention of staff.
	4.4 Describe and analyse a strategic approach to succession planning at key levels within the organisation and explain how the approach might be implemented.
	4.5 Demonstrate understanding of key applications for e-resourcing strategies at a local and global level.

UNIT SPECIFICATIONS

Unit Title
Organisational Change and Development

Level
6

Guided Learning Hours
110

Learning Time Hours
240

Credit Value
24

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 *To achieve this unit a learner must:*	Assessment Criteria *Assessment of this outcome will require a learner to demonstrate that they can:*
1 Know how to examine and critically assess the strategic direction of an organisation within its business environment and be able to apply the results to develop a strategic plan.	1.1 Evaluate strategic opportunities and threats in the business environment of an organisation using tools such as STEEPLE and SWOT models and stakeholder analysis. 1.2 Analyse the competitive environment of an organisation, using appropriate tools such as Porter's Five Forces model. 1.3 Interpret the analysis of external forces and internal strengths and weaknesses relating to structure, culture, asset and human capital in order to formulate strategic recommendations.
2 Know how to develop and evaluate an effective human resource strategy.	2.1 Critically assess the development of a rationale for Human Resource strategy in relation to business strategy. 2.2 Critically evaluate the horizontal integration of HR strategy across all activities related to resourcing and developing the organisation. 2.3 Critically evaluate models of HR structure and function in relation to a range of organisations.
3 Understand external and internal factors affecting people resourcing activities such as HR planning, job analysis and design, recruitment, selection, development and release.	3.1 Assess the relative importance of external factors affecting people resourcing activities, such as law, socio-cultural trends, labour market economics, technologies and competition. 3.2 Assess the relative importance of internal factors affecting people resourcing activities.
4 Understand the impact of motivation and engagement in the management of performance.	4.1 Assess the relative importance of leadership and management styles on the motivation of employees. 4.2 Critically analyse the concept of the psychological contract. 4.3 Critically evaluate the theories of High Performance Working (HPW). 4.4 Critically evaluate the concept of employee engagement.

UNIT SPECIFICATIONS

Unit Title
Corporate Strategy Planning

Level
6

Guided Learning Hours
110

Learning Time Hours
240

Credit Value
24

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 *To achieve this unit a learner must:*	Assessment Criteria *Assessment of this outcome will require a learner to demonstrate that they can:*
1 Know how to critically assess the nature, scope and need for corporate strategic planning.	1.1 Assess the nature of strategy and the reasons for the growth of corporate planning in the contemporary organisation.
	1.2 Critically assess the different models, levels and approaches to strategic planning.
	1.3 Discriminate between alternative corporate strategies adopted in various organisational contexts.
2 Be able to critically evaluate the tools and techniques of analysis for corporate strategic planning decisions.	2.1 Assess the scope, importance and uses of analysis in the corporate planning process.
	2.2 Critically evaluate the uses and limitations of internal and external analysis techniques in the corporate planning process.
3 Be able to identify and critically assess strategic options and decisions and decide between them.	3.1 Assess the nature, scope and importance of objectives in corporate strategy.
	3.2 Critically evaluate the range of strategic options and the considerations in choosing between them.
	3.3 Critically evaluate ideas and concepts related to the decision-making process.
	3.4 Assess the key evaluative criteria in strategy selection.
	3.5 Critically appraise techniques of evaluation and decision making.
4 Be able to critically assess the issues in and approaches to implementing strategies and measuring and controlling corporate strategic performance.	4.1 Critically assess the organisational and resource elements in the implementation of strategies.
	4.2 Critically assess the importance of issues in and approaches to managing change.
	4.3 Critically evaluate the techniques of strategy evaluation and control.

UNIT SPECIFICATIONS

Unit Title
Project Management

Level
6

Guided Learning Hours
110

Learning Time Hours
240

Credit Value
24

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 *To achieve this unit a learner must:*	Assessment Criteria *Assessment of this outcome will require a learner to demonstrate that they can:*
1 Be able to initiate the preliminary stages of a project.	1.1 Identify an appropriate project from an appraisal of business objectives. 1.2 Assess the feasibility of a proposed project, taking risk and uncertainty into account. 1.3 Devise an outline life cycle plan suitable for the project's environment. 1.4 Define the responsibilities and activities of the project manager.
2 Be able to analyse the project work content and associated risks in order to obtain estimates and tenders.	2.1 Explain how a project can be sub-divided into work packages and cost estimates. 2.2 Identify, analyse and manage the risks in a project. 2.3 Appraise relevant data in order to calculate overall estimates for the project. 2.4 Evaluate tenders in order to reach a formal contract. 2.5 Explain the effect of globalisation, including cultural issues, to project management.
3 Be able to create a detailed project plan.	3.1 Devise a structure for the management and administration of the project. 3.2 Identify and schedule the activities in a project by employing appropriate techniques. 3.3 Adjust schedules as necessary in order to optimise the use of resources. 3.4 Construct and justify a detailed project plan.
4 Understand how the progress of a project can be monitored and controlled.	4.1 Identify factors which frequently disturb the progress of a project. 4.2 Suggest techniques by which the project manager can appraise the status of a project. 4.3 Explain methods by which the project manager could resolve the problems detected, using examples where appropriate.

UNIT SPECIFICATIONS

Unit Title
Research Methods

Level
6

Guided Learning Hours
80

Learning Time Hours

Credit Value
24

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 *To achieve this unit a learner must:*	Assessment Criteria *Assessment of this outcome will require a learner to demonstrate that they can:*
1 A critical understanding of the different assumptions underlying research into the social sciences and the nature and status of research methodology.	1.1 Identify a research question. 1.2 Describe the process of social research. 1.3 Explain the criteria and limitation of research design. 1.4 Assess the criteria for reliability and validity for the measurement of research data. 1.5 Explain the features of good research design.
2 An overview of the different debates and issues underlying the research process and how this relates to the specific methods they may select to conduct a study.	2.1 Identify the relationship between philosophy and methodology within research texts. 2.2 Explicate the qualitative-quantitative debate of social science research. 2.3 Explore the nature of pluralism in research methodology. 2.4 Describe the qualitative approach to research design. 2.5 Describe the quantitative approach to research design. 2.6 Apply a suitable approach to design research proposal.
3 Critically review the collection, presentation and analysis of data to complete research project.	3.1 Perform literature review. 3.2 Create a sample of data from the findings. 3.3 Apply the suitable methods and statistical techniques to analyse data. 3.4 Present data and information from findings in a suitable format to produce results. 3.5 Draw conclusions and recommendations from research findings.
4 Appreciate the quality issues associated with data handling.	4.1 Explain the ethical issues of data handling. 4.2 Present guidelines for handling missing data while conducting research. 4.3 Critically review the importance of referencing system while recording data. 4.4 Investigate challenges and responses of handling social science data.