

**Diploma  
in  
HUMAN RESOURCE  
MANAGEMENT**

*Syllabus*

Develop the skills and knowledge  
to solve critical HR issues

## Diploma in Human Resource Management

**Summary:** This diploma allows candidates to demonstrate advanced knowledge and understanding of different functions of Human Resource management. The syllabus cover the knowledge of the development in human resource management field, human resource planning, recruitment function, selection function, reward management, monitoring performance, managing performance and exit rights & procedures.

Summary of learning outcomes	Summary of the content for each learning outcome	Assessment criteria for each learning outcome
<p>1 Describe the development aspects of Human Resource Management</p>	<p>The nature of personnel management, the historical development of personnel management, the emergence of human resource management (including context for a shift in perspective, characteristics of HRM, 21st century HRM, ongoing debate about HRM), the role &amp; structure of the HRM function (including operational tasks &amp; activities, roles of HR management, shared responsibility for HRM, the role &amp; responsibilities of line managers in HR practices, a shared services approach, outsourcing HR tasks) and evaluating the HR outcomes (including the problem of evaluation, cost benefit analysis, quantitative measures, qualitative measures, the Four Cs model, internal service &amp; consultancy agreements).</p>	<ul style="list-style-type: none"> <li>Identify the key concepts within the development aspects of HRM</li> </ul>
<p>2 Explore the concepts and process of human resource planning (HRP)</p>	<p>Manpower planning &amp; HRP, HRP &amp; corporate planning, importance of HRP, contingency approach to HRP, the process of HRP (including forecasting demand, forecasting supply, closing the gap between demand &amp; supply), labour turnover &amp; retention (including labour turnover measurement, causes of labour turnover, advantages &amp; disadvantages, retention planning) and evaluating HRP (including reliability of HRP, HR audit, cost-effectiveness of HRP) and elements of HR plan.</p>	<ul style="list-style-type: none"> <li>Identify the key concepts/ process of HRP</li> </ul>

3	Explore the key aspects of recruitment	The labour market (including changes in the labour market, demographic trends, diversity, internal sources of labour, skills & qualifications, promotion & succession, internal/ external recruitment), systematic approach to recruitment, recruitment policy and best practice, influences on recruitment policy, job analysis (including uses, content, methods), job description (including purpose, content, limitations, alternatives), person specification (including models, limitation, competency profiles), recruitment methods & media (including external recruitment methods, e-recruitment, recruitment advertisement, applications) and evaluating recruitment process.	<ul style="list-style-type: none"> <li>Identify the components and concepts of recruitment (process)</li> </ul>
4	Explore the key aspects of selection	The steps in selection process (including objectives of selection, systematic approach to selection, relevant legal framework, selection methods), selection interviews (including types of interview, preparation for interviews, interviewed skills & questioning techniques, limitations of interviews), selection testing (including types of tests, limitations of tests), group selection methods, follow-up procedures and evaluating the selection process.	<ul style="list-style-type: none"> <li>Identify the components and concepts of selection (process)</li> </ul>
5	Explore the key aspects of reward management	Motivation & reward (including definition of motivation, need theory, two-factor theory, McClelland theory, 'total reward', Vroom's theory, Goal theory, pay as a motivator), job evaluation (including purpose, advantages/ disadvantages of formal job evaluation, the process, job evaluation schemes), other factors determining pay, reward systems (including objectives, components), basic pay (wages & salaries, salary systems, wages systems), performance pay (including PRP, suggestion schemes, team-based pay, non-cash incentives) and indirect pay (including benefits, objectives of benefit packages, flexible benefits).	<ul style="list-style-type: none"> <li>Identify the components and concepts of reward management</li> </ul>

6	Explore the key aspects of monitoring & managing performance	The purpose of appraisal (including role of performance appraisal, formal appraisal system, the systematic approach to appraisal), appraisal procedures & techniques (including benchmarking, reporting methods, sources of performance feedback, the appraisal interview, follow-up skills in giving feedback), problems with appraisal schemes (including problems in practice, evaluating appraisal), scope of performance management (including performance management activities, the wider use of goals and objectives, external accreditation), discipline (including types of disciplinary situations, model disciplinary procedure, disciplinary interviews), grievance (including purpose, grievance procedures, grievance interviews), and performance counselling (including reasons for poor performance, performance counselling process).	<ul style="list-style-type: none"> <li>Identify the components and concepts of monitoring and managing performance</li> </ul>
7	Explore the key concepts of exit rights and procedures	Termination of employment (including termination of the employment contract, retirement, resignation), employment tribunals, dismissal (including dismissal with notice, dismissal without notice, wrongful dismissal, unfair dismissal, remedies for unfair dismissal, dismissal procedures), and redundancy (including causes of redundancy, HR responsibilities in regard to redundancy, minimising involuntary redundancies, selection for compulsory redundancy, employee rights & redundancy procedures, compassionate exit management).	<ul style="list-style-type: none"> <li>Identify the concepts and process of exit rights and procedures</li> </ul>