

# **LEVEL 6 DIPLOMA IN BUSINESS MANAGEMENT (QCF)**

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## QUALIFICATION OBJECTIVES

The qualification in Business Management at Level 6 has been developed to conform to the requirements of the QCF, to meet the requirements of employers, the needs of learners and our centres. This qualification is not tied to any specific industry, but delivers the knowledge, understanding and skills that meet the needs of learners aspiring to roles in Business and Administrative Management in different sectors on a domestic and international platform.

We provide a flexible route for learners who have already achieved qualifications in Business and Administrative Management at a lower level and for learners who do not have management qualifications, but have qualifications in other areas and/or prior experience the workplace. The Diploma allows learners to acquire a range of knowledge and understanding and to develop some of the key skills required to work as an administrative manager.

## QUALITY, STANDARDS AND RECOGNITIONS

Qualifications are approved and regulated by Ofqual (Office of Qualifications and Examinations Regulation). Visit register of [Regulated Qualifications](#).

Qualifications Wales is a Welsh Government Sponsored Body but independent from the Welsh Government in relation to its qualifications functions for which is directly accountable to the National Assembly for Wales. It is responsible for the regulation of awarding bodies and the quality assurance of qualifications in Wales. It is charged with ensuring that qualifications in Wales are fit for purpose, that the qualification system in Wales is efficient and effective and that there is public confidence in qualifications in Wales. Visit [Qualifications Wales](#) for more information.

This qualification offers progression arrangement with several UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and master's/top-up programmes.

## REGULATORY INFORMATION

Qualification Title	Level 6 Diploma in Business Management (QCF)
Duration	1 Year
Total Credit Value	120 Credits
Overall Grading Type	Pass
Assessment Methods	Coursework
Language of Study	English

## EQUIVALENCE

This Business Management diploma qualification is a Level 6 qualification according to the Qualifications and Credit Framework (QCF) which consist 6 mandatory units worth total 120 credits and equivalent to Undergraduate Degree Final Year in the UK.

## PROGRAMME STRUCTURE

The Level 6 Diploma in Business Management is a 120 credit qualification that includes six mandatory units. To achieve the Level 6 Diploma in Business Management, learners must complete all 6 units equalling 120 credits.

Unit Ref. No	Unit title	Credit
L/507/1303	Leadership and Organisational Behaviour	20

R/507/1304	Business Project	20
Y/507/1305	Operations Management	20
D/507/1306	Financial Decision Making	20
H/507/1307	Sustainable Business Practices	20
K/507/1308	Strategic Human Resource Management	20

## ABOUT THE UNITS

**Credit value** is defined as being the number of credits that may be awarded to a Learner for the successful achievement of the learning outcomes of a unit.

The QCF credit value of the unit will remain constant in all contexts, regardless of the assessment method used or the qualification(s) to which it contributes. Learners will only be awarded credits for the successful completion of whole units. (One credit is awarded for those learning outcomes achievable in 10 hours of learning time).

## ENTRY REQUIREMENTS

For entry onto the Level 6 Diploma in Business Management qualification, learner must possess:

- Relevant NQF/QCF Level 5 diploma or equivalent overseas qualification as recognised by UK NARIC or equivalent overseas qualifications.
- Mature learners (over 21) with relevant work experience
- English: If learner is not from a majority English-speaking country must provide evidence of English language competency.
- Learner must be 18 years or older at the beginning of the course

## PROGRESSION

Successful completion of the Level 6 Diploma in Business Management provides the opportunity for a wide range of other academic programmes including progression to Level 7 Diploma. The Level 6 Diploma in Business Management has been developed with career progression and professional recognition in mind. This qualification enables learners to top up their qualification with number of UK universities that acknowledges the ability of learners after studying Level 3-7 qualifications to be considered for advanced entry into corresponding degree year/top up and masters/top-up programmes.

## DELIVERING THE QUALIFICATIONS

This qualification is delivered 100% online by London School of Planning and Management using its online learning platform

## ASSESSMENT AND VERIFICATION

All units within this qualification are internally assessed by the centre and verified by OTHM. The qualifications are criterion referenced, based on the achievement of all the specified learning outcomes.

To achieve a 'pass' for a unit, a learner must have successfully passed all the assessment criteria for that unit.

# Unit Specifications

## UNIT 01: LEADERSHIP AND ORGANISATIONAL BEHAVIOUR

Unit Reference Number	L/507/1303
Unit Title	Leadership and Organisational Behaviour
Unit Level	6
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

### Module Aims

The aim of this unit is to enable the learner to understand theories of leadership and management and how to use leadership and management skills to improve motivation and performance. The learner will also explore the basic theories that describe how employees and employers understand their roles and interactions in the organisational settings, and how these assumptions determine how they structure their relationships.

### Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand theories of leadership and people management	1.1	Explore the skills and attributes needed for leadership
		1.2	Analyse the differences between leadership and management
		1.3	Compare leadership styles for different situations
2	Assess ways of improving motivation and performance through the application of relevant leadership skills	2.1	Explain ways to motivate staff to achieve objectives
		2.2	Assess the link between motivational theory and reward
		2.3	Assess the effectiveness of reward systems in different contexts
		2.4	Evaluate the methods leaders use to monitor employee engagement and performance
3	Provide evidence of understanding of the basic notions of human behaviour in organisational setting	3.1	Analyse the factors involved in planning the monitoring and assessment of work performance
		3.2	Plan and deliver the assessment of the development needs of individuals
		3.3	Evaluate the success of the assessment process
4	Understand the development and effectiveness of teams	4.1	Assess the benefits of team-working for an organisation
		4.2	Demonstrate working in a team as a leader and member towards specific goals, dealing with any conflict or difficult situations
		4.3	Review the effectiveness of the team in achieving the goals

### Study contents

Topic	Course Coverage
Leadership and Management  Leadership Theories	Theories, models and styles of leadership and their application to different situations: impact of leadership styles; theories and practices of motivation e.g. Maslow, McGregor, Herzberg; influencing and persuading others; influence of cultural environment within the organisation; differences between leadership and management; leadership power bases; delegation; emotional intelligence.  <b>Learning Outcome 1, 2</b>

Motivation Theories, Monitoring and Performance Management	<p>Motivation: theories of motivation e.g. F Taylor, E Mayo, A Maslow, F Herzberg, D McGregor, D McClelland, V Vroom; Ouchi, relationship techniques; devolved authority and responsibility; open communications; organisational culture (ethos, values, mission);</p> <p>Monitoring: probation; appraisal, feedback; performance indicators goal theory; SMART (specific, measurable, achievable, realistic, time-constrained) targets (sales, growth, financial, waiting times, pass rates, punctuality, attendance); benchmarking</p> <p>Reward management: job evaluation; factors determining pay, reward systems; pay; performance-related pay; pension schemes; profit sharing; flexible working; leave; health care</p> <p><b>Learning Outcome 2, 3</b></p>
Planning and assessment of work performance	<p>Identifying development needs: learning styles and processes; planning, recording, monitoring and evaluating; group development processes and behaviour</p> <p>Planning, work orientation and job design: application of motivation theories and empowerment techniques; communication styles and techniques; delegation techniques and processes; supervision styles, working culture and practices</p> <p>Performance monitoring and assessment: measuring effective performance; providing feedback; appraisal processes; benchmarking performance processes; codes of practice and procedures relating to disciplinary situations; diversity issues; management principles;</p> <p><b>Learning Outcome 3</b></p>
Teams and Groups	<p>Team-working and development: flexible working practices; team formation e.g. Tuckman, structures and interactions e.g. Belbin's Team Role Theory, Adair's Action Centred Leadership model; benefits of team working; politics of working relationships; diversity issues; working cultures and practices; promotion of anti-discriminatory practices and behaviours; team building processes; conflict resolution; delegation and empowerment; coaching, support, mentoring; training, supervision, monitoring and evaluation</p> <p><b>Learning Outcome 1, 4</b></p>

## Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3500 words

## Indicative Reading list

Buchanan, D. and Huczynski, A. (2010), *Organizational Behaviour: an Introductory Text*, 7th edition, Prentice Hall

Mullins, L. (2010), *Management and Organisational Behaviour*, 9th Edition, Prentice Hall.

## UNIT 02: BUSINESS PROJECT

Unit Reference Number	R/507/1304
Unit Title	Business Project
Unit Level	6
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

### Unit Aims

This unit aims to develop the skills required to produce a research question and carry out independent research using appropriate research techniques. The unit also aims to enable the learner to analyse research findings, evaluate research methodology used and present findings.

### Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the processes involved in conducting a research project in a business and management context;	1.1	Identify the factors that contribute to the process of research project selection
		1.2	Formulate and record possible research project outline specifications
		1.3	Produce a research project proposal
2	Be able to recognise valid areas for research	2.1	Provide an appropriate plan and procedures for the agreed research specification
		2.2	Identify resources efficiently to the research question or hypothesis
		2.3	Undertake a critical review of key references
3	Be able to carry out research relevant to research questions	3.1	Undertake the proposed research investigation in accordance with the agreed specification and procedure
		3.2	Record and collate relevant data where appropriate
		3.3	Interpret and analyse the results in terms of the original research specification
4	Be able to evaluate research and present results and conclusion	4.1	Use appropriate research evaluation techniques
		4.2	Make recommendations and justify areas for further consideration
		4.3	Use appropriate media to present the outcomes of the research to an audience.

### Study contents

Topic	Course Coverage
Research formulation, Action Plan and Design	<p>Research aims and objectives; rationale for selection; methodology for data collection and analysis; literature review; critique of references from primary sources e.g. questionnaires, interviews; secondary sources e.g. books, journals, internet; scope and limitations; terms of reference; duration; ethical issues</p> <p>Action plan: rationale for research question or hypothesis; milestones; task dates; review dates; monitoring/reviewing process; strategy</p> <p>Research design: type of research e.g. qualitative, quantitative, systematic, original; methodology; resources; statistical analyses; validity; reliability; control of variables</p> <p><b>Learning Outcome 1, 2</b></p>



Data collection, analysis and interpretation	<p>Research design and method; test research hypotheses; considering test validity; reliability</p> <p>Data collection: selection of appropriate tools for data collection; types e.g. qualitative, quantitative; systematic recording; methodological problems e.g. bias, variables and control of variables, validity and reliability</p> <p>Data analysis and interpretation: qualitative and quantitative data analysis; statistical tables; comparison of variable; trends; forecasting</p> <p><b>Learning Outcome 2, 3</b></p>
Evaluation and future considerations	<p>Evaluation of outcomes: an overview of the success or failure of the research project</p> <p>Future consideration: significance of research investigation; application of research results; implications; limitations of the investigation; improvements; recommendations for the future, areas for future research</p> <p>Presenting research outcome: delivery format appropriate to the audience; use of appropriate media</p> <p><b>Learning Outcome 1, 2, 3, 4</b></p>

## Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3500 words

## Indicative Reading list

Saunders, M, Lewis, P and Thornhill, A. (2009) *Research Methods for Business Students* (5<sup>th</sup> edn) Harlow, Financial Times / Prentice Hall.

## UNIT 03: OPERATIONS MANAGEMENT

Unit Reference Number	Y/507/1305
Unit Title	Operations Management
Unit Level	6
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

### Unit Aims

The aim of this unit is to provide learners with an understanding of the production /operations management function in both manufacturing and service industries and to introduce key issues and techniques in operations management.

### Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the nature and importance of operations management	1.1	Explain why operations management is important for organisations
		1.2	Analyse the operations functions of a selected organisation
		1.3	Evaluate the operations management process of a selected organisation using relevant models
2	Evaluate the link between operations management and strategic planning	2.1	Appraise the importance of the 'Three Es' to organisations
		2.2	Assess the impact of the tension between cost minimisation and quality maximisation
		2.3	Evaluate the significance of the five performance objectives that underpin operations management to organisation
3	Assess how to organise a typical production process	3.1	Assess how linear programming adds value to a given production process
		3.2	Evaluate critical path analysis and network planning
		3.3	Analyse the need for operational planning and control in a selected production process
4	Be able to apply relevant techniques to the production of an operational plan for an organisation	4.1	Produce a set of clearly defined operational outcomes for a selected organisation
		4.2	Produce a network plan indicating the resultant critical path
		4.3	Assess how quality management techniques are applied to improve operations in a selected organisation

## Study contents

Topic	Course Coverage
Nature and importance of operations management	Operations management: a definition of Operations Management (OM) and its key elements; importance of OM for all organisations; impact on OM of changes in the business environment and in achieving strategic objectives; activities of core functional areas and their interrelationships; differences and similarities between services and products <b>Learning Outcome 1, 2</b>
Operations functions and processes	Operations function: the management of resources for the production and delivery of goods or services; the role of OM in achieving strategic objectives; activities of core functional areas and their interrelationships; differences and similarities between services and products; impact of environmental issues; impact of ethical behaviour; role of the supply chain; Processes: input-transformation-output process; processes hierarchy; characteristics of operations processes e.g. four Vs – volume, variety, variation, visibility; business process modelling, lean management techniques, integration of supply chain e.g. Just in Time (JIT); <b>Learning Outcome 1, 2, 3</b>
Operational efficiency and strategic operations	The 3 Es: economy; efficiency and effectiveness Time, resources, budgets; external analysis, e.g. PESTLE; links and differences between operations management and strategic planning The paradox: efficiency (thrift) versus effectiveness (quality) The five OM performance objectives: cost; dependability; flexibility; quality and speed; internal and external benefits of excelling in each performance objective; trade-offs between objectives <b>Learning Outcome 2, 3</b>
Operational techniques, planning and control	Linear programming - definition and applications in planning and production; Critical Path Analysis; flow charts, network planning; activities involved in capacity planning; inventory planning; project management and quality assurance/control <b>Learning Outcome 3, 4</b>
Operational plan, monitoring and control	Using planning techniques, e.g. Critical Path Analysis, meeting the requirements; Outcome determination: the five performance objectives Quality assurance and quality control mechanisms, fish bones; quality circles; variance analysis, six sigma, product quality and service quality, benchmarking; best practice; self-assessment; vision; continuous improvement; quality characteristics; importance of quality <b>Learning Outcome 3, 4</b>

## Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3500 words

## Indicative Reading list

Greasley, A., (2007). *Operations Management*, John Wiley and Sons

Slack, N. et al., (2006). *Operations Management*, 5th edition, FT/Prentice Hall

## UNIT 04: FINANCIAL DECISION MAKING

Unit Reference Number	D/507/1306
Unit Title	Financial Decision Making
Unit Level	6
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

### Unit Aims

This unit demonstrates the links between business decision making, risk assessment and financial information. It depicts how businesses are financed through their fixed and working capital requirements and explains how the financial management of each organisation is influenced by its governance and ownership structure.

### Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the role of financial information and financial analysis in business risk assessment and decision-making	1.1	Analyse the factors that guide and drive decision making in business
		1.2	Assess the significance of financial factors in business decision making
		1.3	Evaluate the characteristics of business risks that impact on financial and business decisions
2	Understand how financial statements and their structure aids in business decision making	2.1	Compare the accrual and cash flow approaches to accounting and financial reporting and the implications of each for business decision making
		2.2	Evaluate the structure and content of final accounts and their uses for business decision making
		2.3	Interpret financial information in balance sheets, income statements as well as sources and applications of funds statements
		2.4	Differentiate between financial decisions relating to capital expenditure and those relating to revenue expenditure
3	Analyse the sources of finance and how businesses finance fixed assets and working capital	3.1	Evaluate the sources of long-term financing and working capital financing for businesses
		3.2	Examine critically the techniques needed to manage cash flow and the key business decisions on which cash flow impacts
		3.3	Evaluate methods for making capital expenditure or investment decisions and the criteria that may be applied in the evaluation
		3.4	Explain the possible benefits and drawbacks of off-balance sheet financing
4	Evaluate how different ownership structures impact on financial performance	4.1	Critically analyse the corporate governance, legal and regulatory environments of different business ownership structures
		4.2	Compare and contrast stakeholder interests of owners and managers in decision making
		4.3	Evaluate the significance of ROCE, EPS and other overall performance measures for the long-term sustainability of businesses
		4.4	Differentiate between business ethics, governance and accounting ethics as controls on business accountability

## Study contents

Topic	Course Coverage
Ownership structures, financial statements	Sole traders, partnerships, limited companies, public limited companies, public sector organisations, cooperatives, international business structures, implications for finance Structure of statements for each type of organisation, differences between organisations, reporting requirements (UK and/or international law and standards) <b>Learning Outcome 1</b>
Structure, format and requirements of published accounts	Role of auditors, published vs internal financial information, main published financial statements: statement of financial position, statement of financial performance, statement of cash flows Different ratios: profitability, liquidity, efficiency, capital, investor, using ratios: calculation and interpretation, industry benchmarking, limitations of ratio analysis <b>Learning Outcome 2, 3</b>
Business finance needs and sources of finance	Long term – non-current assets; Short-term – working capital; importance of working capital for business continuity Costs of finance, effect on financial statements, range of sources, external and internal sources, long-term and short-term role of stock markets and advantages, disadvantages of each source Matching source of finance to project (long or short term, external or internal, asset backed finance etc.) <b>Learning Outcome 1, 3</b>
Budgets, cash flow and investment appraisal	Cash flow forecasts, budgetary control systems and budget formation and managing cash flow Net present value, discounted cash flows, internal rate of return, payback, accounting rate of return Analysing results, non-financial considerations, decision making, supporting recommendations <b>Learning Outcome 3, 4</b>

## Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework– based on application of relevant theories and concepts to a defined context	3500 words

## Indicative Reading list

Atrill, P. and McLaney, E. (2010) *Management Accounting for Decision Makers*, 6th Edition, Financial Times Press.

Ray P (2009), *Managerial Accounting for Business Decisions*, 3rd edition, Financial Times Press.

## UNIT 05: SUSTAINABLE BUSINESS PRACTICES

Unit Reference Number	H/507/1307
Unit Title	Sustainable Business Practices
Unit Level	6
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

### Unit Aims

The purpose of this module is to raise awareness of sustainable development issues and how they impact on the strategic development of the business. Learners will be expected to demonstrate their understanding of sustainability and its effect on business organisations.

### Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the global sustainability agenda	1.1	Analyse the global sustainability agenda and how it relates to national practice
		1.2	Analyse the forces for change in the sustainable business environment
		1.3	Evaluate the impact of current sustainability issues on businesses
2	Understand the concept of the sustainable business organisation	2.1	Determine the scope of the sustainable business organisation
		2.2	Evaluate impact on business structure and objectives of becoming a sustainable business organisation
3	Understand sustainable strategic planning	3.1	Determine change required within business organisations to meet sustainability agenda
		3.2	Analyse the concept of the triple bottom line and how it is implemented in business organisations
		3.3	Review the process of sustainable strategic business planning

### Study contents

Topic	Course Coverage
Forces of changes and current sustainability issues	<p>Concept of sustainability and its importance, global sustainability issues, current issues e.g. climate change, social inequality, energy issues, ecological footprints, national responses to sustainability issues – legal frameworks, guidance to business and target setting</p> <p>Economic, social/cultural/religious, environmental implications of change and analytical techniques to understand change</p> <p>Social attitudes to sustainability in business, consumer interests, legal and regulatory framework around sustainable business, impact on profitability and other business objectives</p> <p><b>Learning Outcome 1, 2</b></p>
The sustainable	How sustainability issues extend the boundaries of the enterprise,

business organisation	<p>external factors e.g. suppliers, manufacturers, communities, government, international bodies etc.,</p> <p>Changes in techniques and considerations e.g. supply chain management, consumers, risks and impacts for shareholders and managers, monitoring and evaluation of performance, conflicts between corporate and sustainability objectives</p> <p><b>Learning Outcome 1, 2, 3</b></p>
Change management and the triple bottom line	<p>Cultural change, role of Government – national and international, new management and leadership skills, new vision and strategic approach and managing changes required</p> <p>Concept of triple bottom line, stakeholders v shareholders, managing the triple bottom line, measurement of triple bottom line, conflict between sustainability and business objectives</p> <p><b>Learning Outcome 2, 3</b></p>
Sustainable strategic planning	<p>Identifying sustainable strategic objectives and financial return, negotiating agreement to sustainable objectives, resolving conflicts between sustainability and corporate needs and management of sustainable strategic planning</p> <p><b>Learning Outcome 1, 3</b></p>

## Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 3	All ACs under LO 1 to 3	Coursework – Business report	3500 words

## Indicative Reading list

Johnson, Gerry, Whittington, Richard and Kevan Scholes (2012) *Fundamentals of Strategy*, Harlow, Essex: Pearson

## UNIT 06: STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit Reference Number	K/507/1308
Unit Title	Strategic Human Resource Management
Unit Level	6
Guided Learning Hours (GLH)	200 Hrs
Number of Credits	20
Mandatory / Optional	Mandatory
SSAs	15.3 Business Management
Unit Grading Structure	Pass

### Unit Aims

The module aims to develop students' knowledge of competing and contrasting perspectives of strategic HRM within current literature. It also aims to enhance the knowledge and understanding of debates concerning HRM strategies and practices, their contribution to organisation and employee performance and the problems and complexities around operationalising a strategic HRM within different types of organisations and to explore the implications for HRM practitioners.

### Learning Outcomes and Assessment Criteria

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the role and importance of human resource management in achieving organisational effectiveness	1.1	Explore strategic human resource management
		1.2	Analyse the role of SHRM in organisations
		1.3	Analyse the framework of strategic human resource management
2	Understand the formulation and implementation of human resource strategies	2.1	Analyse the strategic human resource process
		2.2	Assess the approaches of strategic human resource management
		2.3	Analyse the development and implementation of human resource strategies
3	Analyse critically the use and application of a range of HR strategies designed to improve employee and organisational performance.	3.1	Evaluate appropriate HR strategies for an organisation
		3.2	Assess HR strategies and their application in an organisation
4	Demonstrate knowledge and understanding of different perspectives and key areas of controversy within the strategic management and strategic HRM literature	4.1	Identify contemporary issues affecting strategic human resource management
		4.2	Review current literature and perspectives on SHRM
		4.3	Analyse contemporary issues affecting strategic human resource management

### Study contents

Topic	Course Coverage
The SHRM Framework	Definitions and models of strategic HR management (e.g. contingency model, best practice model, Harvard Framework, Ulrich's model, control based, resources based etc.), fundamentals and characteristics of strategic HR management, types of strategies, approaches to strategy, criteria for successful strategy Legal requirements, human capital management, improving organisational performance through strategic HR management, alignment of HR and corporate strategy <b>Learning Outcome 1, 2</b>
Development and	Setting strategic direction, Long term v short term, Audits, designing the



implementation of HR strategies	management system, planning total workforce/demand forecasting, generating required human resource, developing people and performance, reward management systems, assessing organisational, competence, performance/development strategies Strategic HR role of frontline management, Conducting a strategic review, setting out the strategic HR plan, Implementing HR strategies <b>Learning Outcome 2, 3</b>
Types of HR strategies and their application	Organisational, development, transformation, culture management, knowledge management, developing trust and reward); talent management, succession planning; <b>Resourcing strategies</b> (HR planning, flexibility, retention and talent management etc.); <b>Learning and development strategies</b> (learning culture, learning, organisation, organisational learning strategies, individual learning), performance management (definition and purpose, scope, process and approaches) <b>Reward strategy</b> (purpose, characteristics, structure, developing the strategy, effective strategies, impact on management) <b>Employee relations strategy</b> (issues, background, HR approach, policies, partnership agreements, employee voice strategies) <b>Learning Outcome 2, 3, 4</b>
Contemporary issues and perspectives on SHRM	Internationalism and challenges for strategic HR management, diversity management and equal opportunities, downsizing and its strategic implications, globalisation, culture/equality and diversity, work life balance <b>Learning Outcome 1, 4</b>

## Assessment

To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by all assessment criteria for the unit.

Learning Outcomes to be met	Assessment criteria covered	Assessment type	Word count (approx. length)
All 1 to 4	All ACs under LO 1 to 4	Coursework	3500 words

## Indicative Reading list

Farnham, D. (2010) *Human Resource Management in Context, Strategy, Insights & Solutions*, London, CIPD

Gilmore, S. and Williams, S. (2012) *Human Resource Management* (2nd ed.), Oxford, Oxford University Press