

Units to study for HRM:

Developing professional practice (5DPP)

This unit is designed 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, and as described in the CIPD HR Profession Map (HRPM). The unit embraces the 'thinking performer' perspective and covers the competencies needed by the HR professional in a personal capacity, when collaborating and working with others, and when functioning efficiently and effectively in an organisational context. It will enable learners to assess their own strengths and identify a continuing professional development (CPD) plan, based on the capabilities required for ethical, business-focused and interpersonal professional conduct.

Business issues and the contexts of human resources (5BIC)

Human resources (HR) professionals need to understand key developments in the business and external contexts within which HR operates. This unit enables learners to identify and review the business and external contextual factors affecting organisations and to assess the impacts of these factors on the HR function. The unit also examines HR's role in strategy formulation and implementation. The unit is designed to encourage learners to adopt a critical perspective of these contexts and to provide workable organisational and HR solutions to address them.

Using information in human resource (5IHR)

Human resources (HR) professionals need to be able to present a viable and realistic case for improvement based on sound work-based research and an understanding of what is considered good practice. This core unit develops the skills of research and enquiry in order to enable learners to identify appropriate data sources to support an investigation into an area of HR practice and to synthesise and apply this data, to evaluate the role of HR in business and strategy formulation and implementation, and to prepare and present a business case for improvement.

Meeting organisational development needs (5MDN)

This unit aims to provide the learner with a broad understanding of the factors to be considered when implementing and evaluating inclusive learning and development (L&D) activities within varying organisational contexts. It covers what is required to support the learning of individuals, groups and organisations to drive sustained business performance. It also considers the role and impact of learning facilitation as it is used in a range of delivery methods and types of activities, for example through one-to-one coaching, formal courses, action learning, and in use of e-learning or blended learning.



Resourcing and talent planning (5RTP)

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. Achieving this requires insight-driven strategic and operational activity. Organisations are obliged to compete with one another to secure the services of a workforce in labour markets that are continually evolving. One of the major aims of this unit is thus to introduce learners to the strategic approaches that organisations take to position themselves as employers in the labour market and to plan effectively so that they are able to meet their current and anticipated organisational skills needs. Another is to introduce the key operational tools, techniques and practices that organisations use to resource their organisations effectively. These encompass recruitment, selection, workforce planning, staff retention, succession planning, retirement and dismissal processes. The purpose of this unit is to provide an overview of the way different organisations are managing these activities and which are the most effective in the context of diverse and distributed locations.

Improving organisational performance (5IOP)

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 assesses the different conceptual frameworks of high-performance working (HPW) and examines its impact on organisational performance, competitive advantage, employee engagement and employee well-being. It provides the learner with the business case for, and the barriers to, HPW as well as the role of people management in improving organisational performance. Furthermore, the unit examines the contribution of the performance management process and shows how the involvement and commitment of line managers, and the use of effective and inclusive collaborative working and communication techniques, can support the building of a high-performance culture that promotes diversity, trust, enthusiasm and commitment and that recognises critical skills, capabilities, experience and performance.

Developing coaching and mentoring within organisations (5DCM)

The purpose of this unit is to enable the learner to contribute to the development of coaching and mentoring activities within organisations. As a human resources (HR) professional the learner is encouraged to analyse the extent to which coaching and mentoring exist within an organisational context, the efficiency and effectiveness of coaching and mentoring interventions and the role of line managers as coach and mentor. Although it does not expect the learner to be a skilled coach or mentor, the unit does invite learners to consider how they can make a personal contribution to coaching and mentoring activities within an organisational context.