Al-Maktoum College
of Higher Education

Take the next steps in your education

HNC Human Resource Management

GP8K 15

Contents

1 WELCOME

Welcome to the HNC Human Resource Management. The HNC and HND Human Resource Management have been designed to equip learners with the knowledge, understanding and skills across a range of disciplines to provide a sound basis for success in the Human Resource environment, both in employment, progression in employment or to higher level Human Resource Management degree or professional qualifications. The HNC introduces the key functions in an HR environment e.g. law, interviewing, HRM in business, communication, continued professional development and the ability to manage people in diverse environments. The HNC also develops human cognitive and transferable skills that are key for success in the business environment.

As a student of Al-Maktoum College of Higher Education you will benefit from an extensive programme taking place at our campus within Dundee, delivered by our dedicated team and other professional colleagues who are subject specialists. We aim to provide a cohort-based experience for all our students through facilitating access to events which run throughout the academic year to share insights and knowledge from across our academic subjects.

Please engage with our virtual and in-person events which we have coordinated to aid with your student journey, creating a sense of community and support. Please contact us if you have any questions, suggestions or concerns.

I welcome you all into our community and wish you the very best for your studies.

Warm wishes

Michelle Young

Academic Registrar and Programme Lead

2 STAFF

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3 AIMS AND OUTCOMES

The HNC and HND Human Resource Management are particularly suitable for learners who wish to develop a broad understanding of business, are interested in starting their own business, seeking employment, progression in existing employment, planning to progress their studies without committing to a specialist area and who wish to articulate to a degree or professional qualification.

The key aims of the HNC and HND Human Resource Management Awards are to develop knowledge and skills for progression to higher level study in HR disciplines or related employment in entry level HR, business officer or management roles. The overall aims have been established in their current form and have been refreshed and updated moderately in line with consultation, evolving developments in technological change, a desire for more integrated learning about business organisations, the meta-skills/human skills agenda and greater emphasis on enterprise and self-employment.

The general aims for these awards are to:

1. Develop transferable core skills and opportunities to develop meta-skills to support personal development and the needs of employers
2. Enable articulation routes to higher level programmes
3. Develop knowledge and skills in a range of specialist disciplines to support career and further study options in those areas.
4. Develop knowledge, independent study and research skills for academic study

The specific aims of HNC Human Resource Management are to:

1. Develop knowledge and skills of core business functions to enable access to employment in entry level commercial, officer, supervisory or managerial positions in business organisations
2. Develop knowledge and skills to facilitate progression in commercial, officer or supervisory career paths
3. Foster innovation and creativity to enable learners to adapt to changes in the business environment
4. Provide a grounding in knowledge, skills and creative thinking required to start to support the Human Resource function within business
5. Develop and apply knowledge and skills across a range of Human Resource environments, in an integrated manner to the analysis of business situations

4 LEARNING HOURS

Classes are made up of lectures, seminars and tutorials. You will be expected to undertake 16 hours per week for in class lectures and tutorials, plus independent study including reading, homework or exercises which will be assigned by your lecturers.

5 UNIT INFORMATION

Unit code	Title	SCQF level	HN Credits
J2FH 34	Human Resource Management: Introduction	7	1
J2FJ 34	Individual Employment Relations: Law and Practice	7	2
J2FK 34	Interviewing: Skills and Practice	7	1
J2FL 34	Human Resource Management: The Business Context	7	1
J2FR 34	CPD: Professional Practice	7	1
J2FS 34	Recruitment, Selection & Induction	7	1
J2HF 34	Human Resource Management: Graded Unit 1	7	1
HH85 35	Presentation Skills	8	1
J4DL 34	Managing People and Organisations	7	2
HH83 34	IT in Business Spreadsheets	7	1

Human Resource Management: An Introduction
This introductory unit is intended for learners who plan to pursue an extended course of study in Human Resource Management (HRM), or who are considering a career in this discipline. It is also suitable for those learners who may wish to gain a holistic overview of how human resource management can add value to an organisation. It is designed to develop knowledge of the role of human resource management as a key function within organisations and to develop an understanding of the factors of change that have shaped and continue to influence the discipline of human resource management.

Outcomes:

On successful completion of the unit the learner will be able to:
1. Contextualise and explain the factors that are currently shaping human resource management policy and practice.
2. Explain the main activities of an effective human resource function.
3. Analyse the benefits of, and barriers to, achieving an effective human resource management function.

Individual Employment Relations: Law and Practice

This unit is designed to provide learners with knowledge of the main principles of employment law and to develop knowledge and understanding of the operational context of its application in the workplace. In addition to understanding the application of current law, the unit allows learners to develop awareness of the context of employment practice and identify key issues impacting upon the employment relationship.

Outcomes:

On successful completion of the unit the learner will be able to:
1. Apply common law and statutory rules relating to the contract of employment.
2. Apply common law and statutory rules in relation to employment protection.
3. Apply common law and statutory rules in relation to equality.
4. Apply common law and statutory rules in relation to dismissal.
5. Explain the importance of implementing good employment relations practice.

Interviewing: Skills and Practice

This unit is designed to enable learners to apply the knowledge, skills and practice required to conduct effective interviews in a range of contexts. It is aimed at learners who have current experience of working in a position with human resource management responsibilities or who are returning to human resource management after a break. It is also suitable for those who do not presently have current human resource management experience but have aspirations of taking up a human resource management role in the future or to successfully conduct interviews in another workplace role. Successful completion of this unit will provide a foundation for further human resource management units at more advanced SCQF levels.

Outcomes:

On successful completion of the unit the learner will be able to:
1. Demonstrate effective interview planning and interviewing techniques.
2. Identify and take follow-up action

Human Resource Management: The Business Context

This unit is designed to enable learners to develop knowledge of different types of business; key economic sectors; business objectives and how they impact on the Human Resource Management (HRM) function. It is also designed for learners to develop knowledge of internal and external factors affecting HRM and how HR may support organisational activities and objectives.

Outcomes:

On successful completion of the unit the learner will be able to:
1. Explain the legal forms of business entities and their operating environments.
2. Discuss the external and internal environments of an organisation and the potential implications for the HR function.
3. Explain different approaches as to how HR may support organisational activities and objectives

Recruitment, Selection and Induction
This unit is designed to provide an introduction to the recruitment, selection and induction process. It will provide learners with the knowledge and skills to enable them to effectively contribute to each stage of the process.

Outcomes

On successful completion of the unit the learner will be able to:
1. Contribute to the recruitment process.
2. Contribute to the selection process
3. Design an induction programme for a new employee.

CPD: Professional Practice
The aim of this unit is to equip learners with an understanding of Continuous Professional Development and the necessary CPD skills and techniques to help develop their own professional practice. It will enable learners to assess their own strengths, identify, implement and review their own Continuous Professional Development Plan.

Outcomes:

On successful completion of the unit the learner will be able to:
1. Explain the main principles and concepts relating to CPD.
2. Identify own CPD plan based on professional practice.
3. Implement and review own CPD plan.

Presentation Skills
This unit is designed to develop the skills required for the advanced use of presentation software, including a range of multi-media, and to apply these skills to deliver effective presentations. It would be suitable for learners involved in preparing and delivering presentations for business, vocational or social purposes.

Outcomes:

On successful completion of the unit the learner will be able to:
1. Plan and explain the key components of making a successful presentation.
2. Prepare a screen based presentation on an agreed topic.
3. Deliver and evaluate a screen based presentation.

Managing People and Organisations
This unit is designed to enable learners to gain an understanding of different approaches to managing an organisation in today's dynamic and complex business environment. It will introduce learners — whether intending to or working in an administrative, commercial or management role — to current management theories and practice to enable them to use these to evaluate organisational effectiveness.

Outcomes:

On successful completion of the unit the learner will be able to:
1. Explain the importance of organisation structure and design in relation to its environment.
2. Analyse factors that influence workplace performance.
3. Analyse factors that influence managerial performance.

Human Resource Management: Graded Unit 1

This graded unit is designed to provide evidence that the learner has achieved the following principal aims of the HNC Human Resource Management.

1. Enable learners to develop knowledge and understanding of the operational areas of HRM.
2. Develop learners' skills, knowledge and understanding of practical and administrative areas of HRM as preparation for employment at an appropriate level.
3. Develop a range of core and transferable skills essential within HRM.
4. Prepare learners for progression to further studies in HRM or related disciplines.

It is recommended that the learner should have completed or be in the process of completing the following units relating to the above principal aims prior to undertaking this graded unit:

J2FH 34 Human Resource Management: Introduction
J2FJ 34 Individual Employment Relations: Law and Practice
J2FK 34 Interviewing: Skills and Practice
J2FL 34 Human Resource Management: The Business Context
J2FR 34 CPD: Professional Practice
J2FS 34 Recruitment, Selection and Induction

Although the main focus of the unit is based on the six units listed above, learners may draw on content from other units relevant to the case study.

6 ASSESSMENT

This graded unit will be assessed by the use of a project-based investigation developed by centres. The project should provide the learner with the opportunity to produce evidence that demonstrates they have met the aims of this graded unit.

The project undertaken by the learner must be a complex task which involves:
♦ variables which are complex or unfamiliar
♦ relationships which need to be clarified
♦ a context which may be unfamiliar to the learner

The project must require the learner to:
♦ identify a suitable scenario in which the HRM function or a major part of the HRM function can be introduced. It is suggested that an appropriate type of organisation in which to introduce the HRM function could be a fictional or a real SME (Small Medium Enterprise) or a large organisation where a significant part of the HRM function is being introduced.
♦ analyse the task and decide on a course of action for undertaking the project.
♦ identify the key function(s) of human resource management that need to be included.
♦ plan and organise work and carry it through to completion.
♦ consider and evaluate all possible factors, e.g. budgetary, legal, staffing, information that may impact upon recommendations.
♦ present arguments and justify proposals for action.
♦ reflect on what has been done and draw conclusions for the future.
♦ produce evidence of meeting the aims which this graded unit has been designed to cover.

Reasonable assistance:

Reasonable assistance is the term used by SQA to describe the difference between providing learners with some direction to generate the required evidence for assessment and providing too much support which would compromise the integrity of the assessment. Reasonable assistance is part of all teaching and learning processes. Assessors may provide advice and guidance on examination technique and clarification on the meaning of command words which may appear in an examination paper, prior to the formal examination.

Marks & Grading:

The project undertaken by learners will consist of three stages: planning; developing; and evaluating. The following table specifies the minimum evidence required to pass each stage.

Planning stage: 25% of mark allocation
Developing stage: 55% of mark allocation
Evaluating stage: 20% of mark allocation

The marks achieved by the learner in the examination should be aggregated to arrive at an overall mark for the examination. Assessors will then assign an overall grade to the learner for this graded unit based on the following grade boundaries. A = 70%–100% B = 60%–69% C = 50%–59% These grade boundaries are fixed.

The overall project will be marked out of 100. Only whole marks should be used. The percentage of marks allocated to each stage of the project is outlined in the evidence requirements. It is a requirement that learners must meet the minimum evidence requirements for the planning stage before progressing to the developing stage before progressing to the evaluating stage. Learners may produce evidence over and above that specified in the minimum evidence requirements and deserve more than half the available marks for that stage. Assessors should use the grade related criteria outlined below to judge learner performance.

Learners are required to work independently to meet the evidence requirements of the graded unit. At the same time, learners need appropriate support. At the end of each stage there should be opportunities for remediation and re-assessment of learners for that particular stage. This includes the final evaluation stage.

Final learner grade:

The final grading given will reflect the quality of the learner's evidence at the time of the completion of the graded unit. Learners must be awarded the highest grade achieved, whether through first sitting or through any re-assessment. The marks allocated to each stage will then be aggregated to arrive at an overall mark for the project. Assessors will then assign an overall grade to the learner for this graded unit based on the following grade boundaries:

- A = 70%–100%
- B = 60%–69%
- C = 50%–59%

These grade boundaries are fixed and should not be amended.

7 EXTENSIONS

Student Administration will be responsible for recording any extensions which have been approved. Students must complete the Extension Request form which is available within the Student Resources section of the website www.almcollege.ac.uk/asssessment/

The College aims to ensure fair and equal treatment in the assessment of all students and that no student is unjustly denied or unfairly granted the benefits of continuous assessment. Please consult the Summative Assessment Policy for more details. https://www.almcollege.ac.uk/policies-documents/

The College is aware that its aim of securing fair and equal treatment in the assessment of all students is ultimately inextricable from disability–related issues and is, therefore, anxious to ensure that proper provision/reasonable adjustment is always made. You can help the College to achieve this aim by communicating any relevant information to Student Administration studentadmin@almcollege.ac.uk

8 GRADING CRITERIA

Each unit will be assessed individually. You must meet all of the minimum evidence requirements as defined in the learning outcomes. The successful achievements, approved by the Academic Standards Committee, will count in determining progression and contribute to the award.

Under no circumstances shall any candidate be permitted to submit themselves for assessment in any element more than twice. In the case of a candidate failing to complete a prescribed element of assessment on time, permission for a second assessment will only be granted if the failure is on account of illness or other good cause. The result of that assessment will contribute towards progression and award.

Each unit has a marking criteria and pass rates are based upon information provided by the SQA.

9 READING LISTS

Lecturers will provide the reading lists for their specific units.

10 PROFESSIONAL RECOGNITION

Professional recognition represents the biggest and most difficult barrier facing the HNC/D awards. The Chartered Institute of Personnel and Development (CIPD) represents over 145,000 members both in the UK and abroad and has established itself as a key policy influencer and voice for the profession. CIPD qualifications are regarded as the standard for the industry and the CIPD accredits and delivers CIPD awards across the UK and beyond. Prior to 2011 the CIPD endorsed the HNC award subject to identified units being undertaken.

However, the CIPD has refined and repositioned its model, aligning the higher level awards at Masters (SCQF 11) level, introducing a new level and pathways and more recently premising their qualifications on a set of professional principles. These changes in structure and approach have served to widen the gap between the CIPD awards and the HNC/D awards.

While CIPD no longer accepts the HNC/D for exemptions to its professional qualifications, learners would be able to apply on an individual basis requesting exemption for particular subjects on the basis of the units successfully achieved in the HNC/D.