Unit title | Managing and co-ordinating the human resources function
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Level | 5
Credit value | 6
Unit code | 5MHR
Unit review date | Sept. 2011

**Purpose and aim of unit**
The purpose of this unit is to introduce learners to human resources (HR) activity and to the role of the HR function in organisations in general terms. It focuses on the aims and objectives of HR departments in contemporary organisations and particularly on the ways that these are evolving. Different ways of delivering HR objectives and emerging developments in the management of the employment relationship are explored as well as the methods that can be used to demonstrate that the function adds value for organisations. The unit also aims to inform learners about published research evidence linking HR activity with positive organisational outcomes. The case for professionalism and an ethical approach to HR is introduced as is the role played by HR managers in facilitating and promoting effective change management.

**This unit is suitable for persons who:**
- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

**Learning outcomes**
On completion of this unit, learners will:
1. Be able to explain the purpose and key objectives of the HR function in contemporary organisations.
2. Understand how HR objectives are delivered in different organisations.
3. Understand how the HR function can be evaluated in terms of value added and contribution to sustained organisation performance.
4. Understand the HR function’s contribution to effective change management.
5. Be able to explain the role of ethics and professionalism in HR management and development.
6. Understand the relationship between organisational performance and effective HR management and development.

**Guided learning hours**
The notional learning hours for this unit are 60 in total. If the unit is provided by attendance mode, the guided learning hours would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

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1 Equivalents in Ireland = 7, Scotland = 9
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Unit content
Indicative content is provided for each of the learning outcomes of the unit. The content is neither prescriptive nor exhaustive but should enable achievement of the learning outcomes.

1 Be able to explain the purpose and key objectives of the HR function in contemporary organisations.
HR as an integral part of the business; building foundations for future and sustainable organisation success; supporting the delivery of organisation objectives and building organisational capability through people and performance; organisation and job design, staffing objectives, performance objectives, contributing to the management of change, effective HR administration, promoting good employment relations and employee engagement, developing careers and skills.

2 Understand how HR objectives are delivered in different organisations.
Generalist and specialist roles as described in the CIPD HR Profession Map (HRPM); the role of line managers in realising HR objectives and delivering the HR function; shared services, outsourcing and HR consultancy; the Ulrich model, the reasons for its adoption and evaluation of its implementation and effectiveness; approaches to the management and co-ordination of HR management and development in larger private sector organisations, in the public sector, in the voluntary sector, in small and medium enterprises (SMEs), in networked organisations and in multinational corporations; cultural and institutional variations across national borders.

3 Understand how the HR function can be evaluated in terms of value added and contribution to sustained organisation performance.
HR as an insight-driven function; customer-focused HR management and development; identification and monitoring of HR service delivery needs; service-level agreements and key performance indicators (KPIs); the need to balance effectiveness, efficiency and fairness; setting and delivering strategic objectives; the use of HR metrics, data-gathering, benchmarking, use and evaluation of performance measurement tools such as a balanced scorecard, staff survey tools; risk management perspectives; line manager and employee perspectives.

4 Understand the HR function’s contribution to effective change management.
The theory and practice of effective change management; the contribution of the HR function to successful structural, cultural and transformational change; employee participation, human resource development (HRD) interventions, the management of expectations and the management of conflict; building foundations for future and enduring organisation performance.

5 Be able to explain the role of ethics and professionalism in HR management and development.
The business case for an ethical approach to HR management; professionalism in HR work; the role of the HR function in promoting equality of opportunity, diversity, work–life balance, dignity at work and justice in the workplace; the significance of legal compliance.

6 Understand the relationship between organisational performance and effective HR management and development.
Research evidence on links between superior organisational performance and HR activity; high-performance work practices, employee engagement, becoming an employer
of choice, discretionary effort, flexible working, job satisfaction; human capital perspectives and building organisational capability.
**Unit assessment**
To achieve this unit, the evidence the learner presents for assessment must demonstrate that they have met all the learning outcomes and assessment criteria.

<table>
<thead>
<tr>
<th><strong>Learning outcomes</strong></th>
<th><strong>Assessment criteria</strong></th>
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<tbody>
<tr>
<td><strong>The learner will:</strong></td>
<td><strong>The learner can:</strong></td>
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<tr>
<td>1 Be able to explain the purpose and key objectives of the HR function in</td>
<td>1.1 Identify major organisational objectives that the HR function is responsible for</td>
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<td>contemporary organisations.</td>
<td>delivering.</td>
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<td></td>
<td>1.2 Explain how these objectives are evolving in the contemporary environment.</td>
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<td>2 Understand how HR objectives are delivered in different organisations.</td>
<td>2.1 Explain the different ways in which the HR objectives can be delivered in organisations.</td>
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<td></td>
<td>2.2 Analyse how the HR function varies between organisations in different sectors and of different sizes.</td>
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<td>3 Understand how the HR function can be evaluated in terms of value added and</td>
<td>3.1 Describe the major criteria used to evaluate the contribution of the HR function and of HR policies and practices.</td>
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<td>contribution to sustained organisation performance.</td>
<td>3.2 Assess the major methods used to evaluate the contribution made by HR.</td>
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<tr>
<td>4 Understand the HR function's contribution to effective change management.</td>
<td>4.1 Explain the major theories of effective change management and how these are applied in practice.</td>
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<td>4.2 Evaluate the role played by the HR function in helping to ensure that change management programmes are successful.</td>
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<tr>
<td>5 Be able to explain the role of ethics and professionalism in HR management and</td>
<td>5.1 Put the business case for managing HR management and development in a professional, ethical and just manner.</td>
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<td>development.</td>
<td>5.2 Explain the significance of policies aimed at promoting equality, diversity, work–life balance, justice and dignity at work.</td>
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</table>
6 Understand the relationship between organisational performance and effective HR management and development.

| 6.1 Identify and evaluate research evidence linking HR practices with positive organisational outcomes. |
| 6.2 Explain the meaning of high-performance working and human capital and the way they impact on organisational practice. |

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Learning resources for CIPD unit 5MHR 04.05.10

Learning resources for unit: 5MHR

This section provides suggestions for suitable resources for this unit. The list is indicative only and should not be considered as prescriptive or exhaustive.

Essential reading


Key textbooks


Key journals

1. Human Resource Management Journal
   Available at: [www.cipd.co.uk/journals](http://www.cipd.co.uk/journals)
2. Incomes Data Services (IDS) Study
3. People Management
   Available at: [www.cipd.co.uk/journals](http://www.cipd.co.uk/journals)
4. Personnel Review

Online resources

1. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2009) *Overview of CIPD surveys: a barometer of HR trends and prospects 2009 [online]*. Survey report. London: CIPD. Available at: [www.cipd.co.uk/AtoZresources](http://www.cipd.co.uk/AtoZresources)

Websites

1. [www.cipd.co.uk](http://www.cipd.co.uk)
   Website of the Chartered Institute of Personnel and Development (CIPD)
CIPD Assessment Activity

<table>
<thead>
<tr>
<th>Title of unit/s</th>
<th>Managing and Co-ordinating the Human Resources Function</th>
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<tbody>
<tr>
<td>Unit No/s</td>
<td>5MHR</td>
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<tr>
<td>Level</td>
<td>5</td>
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<tr>
<td>Credit value</td>
<td>6</td>
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<tr>
<td>Assessment method</td>
<td>Written answers to questions</td>
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<td></td>
<td>Professional discussion (mixed mode delivery only)</td>
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Learning outcomes:

1. Be able to explain the purpose and key objectives of the HR function in contemporary organisations.
2. Understand how HR objectives are delivered in different organisations.
3. Understand how the HR function can be evaluated in terms of value added and contribution to sustained organisation performance.
4. Understand the HR function's contribution to effective change management.
5. Be able to explain the role of ethics and professionalism in HR management and development.
6. Understand the relationship between organisational performance and effective HR management and development.

Assessment brief/activity

In consultation with your tutor you are required to select three out of the six questions below and provide written answers to each question you select:

1. Draw up a short mission statement for the HR function in an identified organisation you are familiar with consisting of five clear and distinct statements. Each should reflect your view of current and future priorities. Go on to justify your choice, making reference to major developments in the organisation's business environment.

2. Briefly describe the major features you would expect to find in an HR function which has adopted the 'Ulrich Model' as the basis for its structure. Explain the thinking behind this approach to the organisation of an HR function. In what types of organisation do you think it works best and why?

3. You have been asked to advise a growing organisation which employs 75 people in office-based roles but which has no specialist, dedicated HR function. Managers are particularly keen to know how they can best evaluate the effectiveness of their HR activities and initiatives. Despite limited funds being available the organisation manages to provide some form of formal training and development opportunities for everyone each year, gives everyone an annual performance appraisal and seeks to involve staff through a consultative forum which all attend at least once a year. What advice would you give? Justify your answer.

4. You are asked to brief a newly appointed manager on the role HR managers should play in order to maximise the likelihood that a forthcoming organisation restructuring exercise is judged to have been successful after it is complete. This new manager is particularly concerned to ensure that staff turnover rates do not increase as a result of the proposed reorganisation. What key points would you want to make. Justify your answer.

5. Senior managers in an organisation decide that there is a need to enhance its reputation for ethical and professional dealings with all its stakeholders. You are asked to develop some ideas about what this may mean for the manner in which pay rates are determined. At present an informal approach is used where by individuals negotiate a starting salary when they are offered a job and
subsequently see that increase as and when their line managers decide that a rise is deserved and affordable. Briefly critique the existing approach from an ethical standpoint. What sort of alternative system are you likely to recommend is adopted? Justify your answer.

6. Read the article entitled 'Front-line managers as agents in the HRM-performance causal chain: theory, analysis and evidence' by John Purcell and Sue Hutchinson. You should then write a brief summary setting out the main conclusions that the authors reach in the article and state how convincing you find these to be and why. (This article was published in the Human Resource Management Journal in 2007 (volume 17.1, pages 3-20 and may be accessed through a local or college library or the CIPD website.)

Evidence to be produced/required

Answers equating to approximately 1000 words to any three of the questions/tasks above, together with a list of cited References and a separate Bibliography of sources consulted but not specifically mentioned in preparing each answer (but these should be excluded from the word count.)

Professional discussion (transcript and supporting information) equating to approximately 1000 words for each question.)

### Assessment guidance

<table>
<thead>
<tr>
<th>Unit title and No: Managing and Co-ordinating the Human Resources Function - 5MRH</th>
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### Generic guidance:

The assessment activities for this unit may take a variety of forms. These include but are not limited to: a written report; a briefing paper, an individual or group presentation; a professional discussion; or a case study. Whatever the format candidates need to relate academic concepts and theories and professional practice to the way organisations operate, in a critical and informed way, and with reference to key texts, articles and other publications and by using organisational examples for illustration. Work presented for assessment by candidates should equate to approximately 3,000 words in total.

### Assessment Criteria guidance:

| AC 1.1,1.2 | Candidates are expected to identify up to three major organisational objectives that the HR function is responsible for delivering, explain how these objectives are evolving in relation to changes in the work environment (local, national, international) and how these changes may impact on HR. |
| AC 2.1,2.2 | Candidates will demonstrate understanding of the approaches to deliver HR objectives in different sectors, sizes of organisation and cultures. Candidates will also show how the environment influences the approaches used and describe other differences between sectors cultural, institutional and national/regional. |
| AC 3.1,3.2 | Candidates will describe three to four approaches which are used in evaluating the contribution of HR and assess the effectiveness of each in providing reliable data. |
| AC 4.1,4.2 | Candidates will identify up to three major theories of change management and demonstrate understanding of how these are applied in the workplace. Candidates will also describe the role HR can play in introducing and supporting effective change by citing real examples from reading and research. |
| AC 5.1,5.2 | Candidates will use their knowledge and understanding to make convincing arguments, based on sound theory, on the need for HR to be managed professionally and ethically. Candidates will also demonstrate the importance of promoting inclusivity, justice and dignity at work with reference to three to four examples. |
| AC 6.1,6.2 | By reference to relevant research, candidates will demonstrate understanding of the relationship between superior organisational performance and HR activity and show how this is manifested in all aspects of the organisation. Candidates are expected to make reference to a minimum of three examples drawn from reading/research. |

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**CRITERIA** | **MET/NOT YET MET** | **COMMENTS**
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**LO1: Be able to explain the purpose and key objectives of the HR function in contemporary organisations.**
1.1 Identify major organisational objectives that the HR function is responsible for delivering.
1.2 Explain how these objectives are evolving in the contemporary environment.
**LO2: Understand how HR objectives are delivered in different organisations.**
2.1 Explain the different ways in which the HR objectives can be delivered in organisations.
2.2 Analyse how the HR function varies between organisations in different sectors and of different sizes.
**LO3: Understand how the HR function can be evaluated in terms of value added and contribution to sustained organisation performance.**
3.1 Describe the major criteria used to evaluate the contribution of the HR function and of HR policies and practices.
3.2 Assess the major methods used to evaluate the contribution made by HR.
**LO4: Understand the HR function’s contribution to effective change management.**
4.1 Explain the major theories of effective change management and how these are applied in practice.
4.2 Evaluate the role played by the HR function in helping to ensure that change management programmes are successful.
**LO5: Be able to explain the role of ethics and professionalism in HR management and development.**
5.1 Put the business case for managing HR management and development in a professional, ethical and just manner.
5.2 Explain the significance of policies aimed at promoting equality, diversity, work–life balance, justice and dignity at work.
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<th><strong>LO6:</strong> Understand the relationship between organisational performance and effective HR management and development.</th>
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<tr>
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<td><strong>6.2</strong> Explain the meaning of high-performance working and human capital and the way they impact on organisational practice.</td>
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**ASSESSMENT OUTCOME**

*Students should please note that the above Assessment Outcome for this Unit is provisional and is subject to Internal Selhurst Consulting verification (IV) and external CIPD Verification (EV).*

Tutor’s signature
Date

*NB Tutor to delete the LO/AC not covered by the 3 questions selected by the student*