Leading, managing and developing people: indicative module content

1 Review and critically evaluate major contemporary research and debates in the fields of HRM and HRD

- Major research studies on contemporary developments in the HRM and HRD fields published in the UK and overseas, including those carried out or sponsored by the CIPD
- Evidence on links between HR practice and business outcomes
- Measuring the value of the HR function
- HRM and HRD practices in the most successful organizations
- Developing an effective interface between HR and line management through partnership working

2 Evaluate major theories relating to motivation, commitment and engagement at work and how these are put into practice by organizations

- Understand, explain and evaluate major theories relating to motivation, commitment and engagement at work and how these are put into practice by organizations
- Major motivation theories and their critics
- The significance of effective leadership, reward, performance management and career development opportunities
Appendix

3 Debate and critically evaluate the characteristics of effective leadership and the methods used to develop leaders in organizations

- Types of leadership and management styles and their impact 11–15
- Characteristics of successful and unsuccessful leaders 10–11, 16
- Developing effective leaders in organizations 16–17

4 Contribute to the promotion of flexible working and effective change management in organizations

- Understand and contribute to the promotion of flexible working 201–06
- The growing significance of flexibility 201
- Different types of flexibility 202
- The contribution made by HRM and HRD specialists to the promotion of flexible working 205–06
- Effective approaches to change management and major theories in the field 185–97
- The central role played by people management practices in the effective management of change 194–97

5 Critically discuss the aims and objectives of the HRM and HRD functions in organizations and how these are met in practice

- Organization and job design 66–67
- Attracting and retaining people 68–70
- Motivating and managing performance 71–72
- Efficient administration of the employment relationship 72–73
- Managing employee relations 74
- Training and developing people 34–40
- Rewarding people 72

6 Assess the contribution made by HRM and HRD specialists in different types of organization

- Major contemporary developments in HRM and HRD practice in larger private sector companies, small and medium-sized enterprises, public sector organizations, voluntary sector organizations and international corporations 101–10
7 Promote professionalism and an ethical approach to HRM and HRD practice in organizations

- Major debates about professionalism and ethics in organizations 118–19, 128–19
- Common ethical dilemmas faced by managers and ways of resolving these 129–32
- Equity and fair dealing 126, 128
- Managing within the expectations of the law 134–35

Developing skills for business leadership: indicative module content

1 Manage themselves more effectively at work or in another professional context

- Self-awareness 216–18
- Dimensions of personality and individual differences 212–16
- Time management 218–21
- Personal organizing skills 221–23
- Stress management 223–25
- Principles of continuing professional development 225–26
- Professional and ethical approaches to self-management at work 226–28

2 Manage interpersonal relationships at work more effectively

- Characteristics of effective teams and team building 236–37
- Assertiveness 232–33
- Interpersonal communication 234–36
- Effective negotiation 242
- Handling emotion and conflict 237–42
- Networking 233–34
- Negotiating 242–43
- Organizational politics and the need to act in a politically astute and ethical manner to secure HR objectives 243–53
- Liaising with customers 251–53
3 Make sound and justifiable decisions and solve problems more effectively

- Systematic and evidence-based decision making 290–96
- Testing ideas 303
- Creative and team-based decision making 294–95
- Evaluating evidence and options 303–04
- Ethical decision making 296
- Communicating and justifying decisions 296
- Proactive approaches to problem solving 288–90
- Consulting skills 305

4 Lead and influence others more effectively

- Effective supervision and team leadership 254
- Coaching and mentoring 37–38
- Effective delegation 255–58
- Resolving conflict between team members 241–42
- Positively motivating others to raise their level of performance 252–55
- Chairing meetings and coordinating discussions 262–64
- Leading and facilitating change 195–97
- Providing direction 254
- Influencing thinking and decision making on the part of others 253–54 258–59

5 Interpret financial information and manage financial resources

- Structure, content and interpretation of simple balance sheets, profit and loss accounts and trading statements 327–28
- Ratio analysis 329–30
- Basic costing concepts and techniques 331–32
- Cash flow and cash budgets 321
- Budgetary planning and control 321

6 Demonstrate enhanced IT proficiency

- Information handling skills 310–11
- Commonly used IT applications and software packages 311–13
- Statistical techniques and the presentation of statistical data 317–21
7 Demonstrate an essential people management skill set

- Selection interviewing 268–71
- Appraisal interviewing 271–72
- Disciplinary interviewing 281–82
- Delivering training 273
- Making presentations 273–77
- Project management 277–78
- Managing poor performance (including absence, lateness and incompetence) 279–82

8 Demonstrate competence in postgraduate study skills

- Accessing and evaluating published research evidence 304
- Critical thinking 303
- Developing and justifying original arguments 304–05
- Referencing the work of others 346, 348
- Effective essay and report writing 344–47
- Effective revision and examination preparation 339–43