

Unit 22: Managing Human Resources

Unit code: F/601/1268

QCF level: 4

Credit value: 15 credits

- Aim

The aim of this unit is to develop an understanding of the theory and practice of human resource management focusing on current human resources practice and the impact of topical issues and legislation.

- Unit abstract

This unit sets the scene by looking at the different theoretical perspectives of human resource management and exploring the differences in these approaches. A variety of changes in the labour market, and the increasing demand from employees for a more manageable work-life balance, has seen the development of much more flexible working practices. This has been the case in all sectors of the economy and in all organisations irrespective of their size or the nature of their business. Some workers have a statutory right to flexible hours and all workers can ask their employer to accommodate their needs in terms of a more flexible pattern of working. This unit examines a variety of flexible working models and looks at practical methods that have evolved in many organisations to meet the needs of employers and employees.

Some elements of the unit require an awareness of the legislative framework which determines the nature and scope of human resources policies and practices. However, the unit does not require detailed knowledge of health and safety or equal opportunities legislation. It examines the practical impact of this legislation on human resources policies and practices. New approaches are explored, including the implications for human resources management of the shift from equal opportunities to managing diversity in the workplace.

The unit explores the different methods of performance management. It examines issues that may affect performance at work, such as ill health and absenteeism and will develop learner understanding of counselling and human resources practices that support employee welfare in the workplace.

- Learning outcomes

On successful completion of this unit a learner will:

- 1 Understand the different perspectives of human resource management
- 2 Understand ways of developing flexibility within the workplace
- 3 Understand the impact of equal opportunities in the workplace
- 4 Understand approaches to human resources practices in organisations.

Unit content

1 Understand the different perspectives of human resource management

The different perspectives of human resource management (HRM): 'soft' and 'hard' human resource management, 'loose' and 'tight' human resource management ; models of Guest and Storey differences between HRM and IR and personnel practices; strategic approaches to HRM

2 Understand ways of developing flexibility within the workplace

Flexible working models: the core and periphery workforce model (Atkinson 1984); Handy's (1989) Shamrock Organisation

Types of flexibility: e.g. numerical, functional, temporal, locational, financial

Flexible working methods: e.g. employment of part-time and temporary staff, teleworking, homeworking, job sharing, zero hours contracts, annual hours, staggered hours, compressed hours

Labour market and the need for flexibility: labour market demographics, employment statistics, local, regional and national labour markets and the growing recognition of the importance of work-life balance

3 Understand the impact of equal opportunities within the workplace

Discrimination in employment: forms of discrimination, e.g. gender, ethnicity, religion, disability, age, sexual orientation, education

The legislative framework: direct and indirect discrimination; current legislation and proposed changes to the law e.g. age

Equal opportunities in employment: equal opportunities practices and initiatives in the workplace including initiatives such as Opportunity 2000 and positive action approaches, codes of practice, implementing policy, training within the law and monitoring; the move from equal opportunities to managing diversity

4 Understand approaches to human resources practices in organisations

Performance management: the role, purpose and types of appraisal, 360 degree feedback, the skills of carrying out appraisals and giving feedback, the link of appraisals to reward management

Counselling and employee welfare: the traditional welfare function – occupational health practices and policies, the management of ill health at work, costs and absenteeism, accidents at work (statistics), ergonomics, alcohol and drug abuse, HIV and AIDS, stress and stress management, workplace counselling

Health and safety legislation: Health and Safety at Work Act (1974) and the role of the Health and Safety Commission, European Community Directives e.g. Working Time Regulations (1998), Parental Leave (2009)

Other topical issues: e-recruitment, e-learning, flexible benefits, work-life balance, employee voice, changes to pension schemes

Learning outcomes and assessment criteria

Learning outcomes On successful completion of this unit a learner will:	Assessment criteria for pass The learner can:
LO1 Understand the different perspectives of human resource management	1.1 explain Guest's model of HRM 1.2 compare the differences between Storey's definitions of HRM, personnel and IR practices 1.3 assess the implications for line managers and employees of developing a strategic approach to HRM
LO2 Understand ways of developing flexibility within the workplace	2.1 explain how a model of flexibility might be applied in practice 2.2 discuss the types of flexibility which may be developed by an organisation 2.3 assess the use of flexible working practices from both the employee and the employer perspective 2.4 discuss the impact that changes in the labour market have had on flexible working practices
LO3 Understand the impact of equal opportunities within the workplace	3.1 explain the forms of discrimination that can take place in the workplace 3.2 discuss the practical implications of equal opportunities legislation for an organisation 3.2 compare the approaches to managing equal opportunities and managing diversity
LO4 Understand approaches to human resources practices in organisations	4.1 compare different methods of performance management 4.2 assess the approaches to the practice of managing employee welfare in a selected organisation 4.3 discuss the implications of health and safety legislation on human resources practices 4.4 evaluate the impact of one topical issue on human resources practices.

Guidance

Links

This unit links with the other human resource units in such as: *Unit 21: Human Resource Management*, *Unit 23: Human Resources Development* and *Unit 24: Employee Relations*.

Essential requirements

Access to relevant theories, practices, models and legislation will be required.

Employer engagement and vocational contexts

Centres should develop links with local businesses as learners will need to carry out research into human resources practices in two local organisations. Many businesses and chambers of commerce want to promote local business and are often willing to provide guest speakers, visits opportunities and information about how their businesses operate.