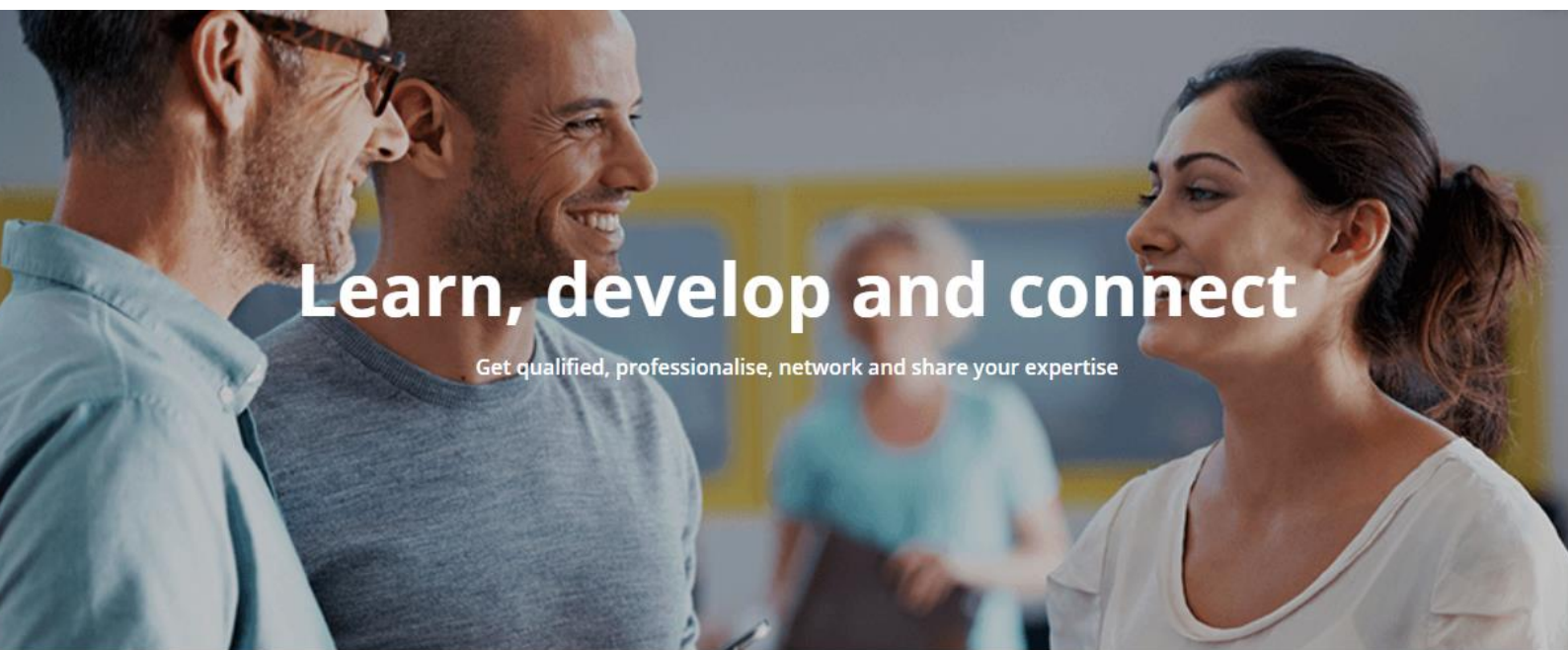


CIPD Level 5 Intermediate Diploma in Human Resource Management Student Handbook April 2019



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Westminster Kingsway College

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WELCOME

Welcome to Westminster Kingsway College and your CIPD Course, the Diploma in HR Management at Intermediate Level.

Westminster Kingsway College is a College of Higher and Further Education that offers a wide range of courses, particularly in the area of Business Studies. Most of the courses lead to qualifications that are recognised throughout the country and increasingly across Europe and the rest of the world.

The Diploma in HR Management at Intermediate Level will be administered and delivered by the Department of Higher Education, Business & IT within the Victoria Centre, based at Vincent Square.

We hope that your time with us will be a rich and rewarding one. Your course tutors are determined to ensure that you will gain the most from your time with us.



We are a student-driven institution, pioneering development in, and delivery of, mixed mode teaching and learning. We will continue to offer an increasingly wide range of opportunities for all students, both full time and part time.

This handbook will help you with information about your course, the formal rules and regulations, and the services offered by the College.

We hope you will enjoy your studies with us.



Tony Kerley FCIPD, FInstLM, Programme Leader, CIPD Courses

CIPD MEMBERSHIP

To achieve this qualification, you will be required to become a paid-up member of The Chartered Institute of Personnel and Development (CIPD). The CIPD is the professional body for HR and people and development. Its purpose is *to champion better work and working lives by improving practices in people and organisation development for the benefit of individuals, businesses, economies and society.*

The CIPD has the following aims:

- To advance continuously the management and development of people to the benefit of individuals, employers, and the community at large.
- To be the professional body for those specialising in advancing the management and development of people, recognised as the leading authority and influence in this field.
- Promote the core value that the professional management and development of people brings to businesses everywhere, both at strategic and operational levels.
- Support their members by providing expertise and practical solutions that will help them and their business achieve success.
- Encourage non-members to join and become professionally qualified by focusing on the Institute's knowledge, understanding, and competence, as endorsed by the granting of the Royal Charter.

You will need CIPD to be a fully paid up member of the CIPD at the time of completing your qualification to be awarded your certificate. We will help you initiate the process of engaging with the CIPD when you start your course. They will then contact you directly to arrange membership.

Once you have obtained your CIPD membership, you will gain access to an extensive library of member resources on their website. There are a wealth of resources and information that you will find useful in helping you to complete your qualification and thereafter supporting you throughout your career as a HR professional.

Contact Point: The Chartered Institute of Personnel and Development
151 The Broadway
Wimbledon
SW19 1JQ
Tel: 020 8612 6200

Website: www.cipd.co.uk

WHAT YOU CAN EXPECT TO STUDY AND WHEN

The intermediate course is made up of nine modules each with a specific credit value. Students are required to study, be assessed in and pass **all nine modules** in order to achieve the Diploma qualification.

The course is made up of the following modules:

- 5DVP Developing Professional Practice
- 5RST Resourcing and Talent Planning
- 5CHR Business Issues and the Contexts of Human Resources
- 5UIN Using Information in HR
- 5HRF Managing and Co-ordinating the HR Function
- 5EML Employment Law
- 5ODG Organisation Design
- 5ODT Organisation Development
- 5IVP Improving Organisational Performance

A description of each of the units follows. Please note that units may be subject to change and re-ordering to provide you with the best learning experience. Whilst unlikely, we will advise you of this in advance should the need arise.

Teaching takes place every Tuesday evening from 5.45pm until 9.00pm in our Victoria centre. Teaching will start on Tuesday 23rd April 2019 and lasts for 36 weeks, concluding on Tuesday 31st March 2020 although this may be subject to change.

In addition, we run three Saturday workshops to aid students in their learning journey. Your tutor will explain more about how these work on your course.

Your qualification certificate will be requested once all work is marked and verified by the CIPD Quality Assurance team – usually within a month of course end. The CIPD provide certificates approximately 6-8 weeks after that date.

We then hold a graduation ceremony to award you your certificate at the college and congratulate you on your excellent achievement.

Purpose and aim of unit:

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.

On completion of this unit, learners will:

- Understand what is required to be an effective and efficient HR professional.
- Be able to perform efficiently and effectively as a self-managing HR professional.
- Be able to perform efficiently and effectively as a collaborative member of working groups and teams and as an added-value contributor to the organisation.
- Be able to apply CPD techniques to construct, implement and review a personal development plan.

Purpose and aim of unit:

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.

On completion of this unit, learners will:

- Understand key contemporary labour market trends and their significance for different kinds of organisation and in different country contexts.
- Be able to undertake core talent planning activities.
- Know how to contribute to the development of resourcing strategies.
- Be able to manage recruitment and selection activities effectively and within the expectations of the law and good practice.
- Understand how to maximise employee retention.
- Know how to manage dismissal, redundancy and retirement effectively and lawfully.

Purpose and aim of unit:

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.

On completion of this unit, learners will:

- Understand key contemporary business issues affecting the HR function within private, public and third sector organisations.
- Understand the main external contextual factors impacting on organisations and the HR function.
- Understand the role of HR in the managing of contemporary business issues and external contexts.
- Understand how organisational and HR strategies and practices are shaped and developed.
- Know how to identify and respond to short-term changes in the business and external contexts.

Purpose and aim of unit:

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.

On completion of this unit, learners will:

- Know how to identify and scrutinise appropriate HR data sources.
- Be able to conduct small-scale research and analyse the findings.
- Be able to draw meaningful conclusions and evaluate options for change.
- Know how to deliver clear, business-focused reports on an HR issue.

5HRF MANAGING AND CO-ORDINATING THE HR FUNCTION (CREDIT VALUE 6)

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.

On completion of this unit, learners will:

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

Purpose and aim of unit:

Recent decades have seen a substantial increase in the extent to which the employment relationship in the UK, Eire and the EU is regulated through employment legislation. As a result, human resources (HR) professionals are now obliged to take account of legal requirements in different jurisdictions when carrying out many central aspects of their role. They are also obliged to take responsibility for the defence and settlement of claims lodged with employment tribunals by aggrieved employees or former employees. The purpose of this unit is to introduce the major areas of employment legislation and the employment law system, focusing in particular on ways in which day-to-day HR activities are subjected to some form of regulation. The unit is intended to provide an overview, rather than to focus in detail on the operation of specific employment laws, for those who need to understand and be able to evaluate emerging developments in the management of the employment relationship in local and international jurisdictions.

On completion of this unit, learners will:

- Understand the purpose of employment regulation and the way it is enforced in practice.
- Know how to manage recruitment and selection activities lawfully.
- Know how to manage change and reorganisation lawfully.
- Know how to manage issues relating to pay and working time lawfully.
- Be able to ensure that staff are treated lawfully when they are at work.
- Know how to manage performance and disciplinary matters lawfully.

Purpose and aim of unit:

Ensuring that an organisation is appropriately designed to deliver organisation objectives in the short and long term is critical to sustainable organisation performance. Driven by organisation business strategy and operating context, organisation design is a conscious process of shaping and aligning the various organisational components: structure, size, systems, processes, people, performance measures, culture and communication. This unit explores, through a review of theories and models, the elements that contribute to organisation design and the development of organisation insight crucial to building agile and adaptable organisations, with healthy cultures that are essential to meet current and future challenges.

On completion of this unit, learners will:

- Understand the historical and theoretical basis of organisation design and the relationship between organisational elements and the business strategy.
- Understand the key factors to be considered in the design of organisations and the implications for the management and development of people and resources.

Purpose and aim of unit:

According to the CIPD definition, the purpose of organisation development is to take ‘a planned and systematic approach to enabling sustained organisation performance through the involvement of its people’. To this end, organisation development focuses on making interventions and driving improvements to organisational success by facilitating the ways in which employees – individuals, groups and teams are motivated to perform and are rewarded for performance; are involved in the business decision making processes; interact with, and relate to each other; acquire and develop knowledge, experience and skills in the context of rapidly changing organisational environments. This unit provides a good foundation of underpinning organisation development theory and knowledge, including its relationship to organisation design and change management, and how effective organisation development interventions can increase business performance and productivity.

On completion of this unit, learners will:

- Understand the organisation development process from a historical, theoretical and practical perspective.
- Understand various organisation development practices, models and approaches.
- Understand the value of organisation development interventions to business performance and productivity.

Purpose and aim of unit:

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.

On completion of this unit, learners will:

- Understand the conceptual frameworks and complexity of high-performance working (HPW) and its contribution to sustainable organisation performance.
- Understand the business case for creating a high-performance work organisation (HPWO).
- Understand the contribution of the performance management process to high levels of performance.
- Understand the role of line managers in the performance management process.
- Know how to create and sustain a community of practice to build a high-performance culture.

YOUR CIPD PROGRAMME LEADER

Tony Kerley FCIPD, FInstLM

Tony has over 30 years of hands-on HR experience across virtually every sector including Banking (HSBC), Recruitment (Manpower UK), Manufacturing (Carlsberg UK), Property (Cater Jonas), Public Sector (three NHS Trusts, two Universities and Suffolk County Council) as well as considerable involvement in various charitable and NGO work including Age UK and The Overseas Development Institute.



Tony has founded, grown and sold multiple HR related businesses through which he has consulted to many executive teams advising on HR strategy as well as supporting HR managers to attract, develop and retain key talent to give them a competitive advantage in their respective fields.

A member of the CIPD for over 14 years, Tony holds a Postgraduate Advanced Diploma in Human Resource Development and supplements this by drawing on his experience in his lessons, providing useful insights into HR practice. He is an L&D specialist with considerable recruitment and employee engagement experience and continues to provide consultancy services in these fields in addition to the work that he undertakes for the College.

tony@contigoassociates.com

Tony has carefully selected and manages a team of CIPD qualified and highly experienced tutors to deliver your learning experience. Your tutors are engaged for a number of reasons, including their ability to bring specialist skills and experience to teach your course.

You will be introduced to your tutor on the first night of your course. Usually you will be taught by the same tutor throughout your course although on rare occasions we have to make changes in teaching personnel. Should this be the case during your course, rest assured, we will do everything to minimise disruption to your studies.

YOUR RESPONSIBILITIES AS A STUDENT

Attendance

Please be aware attendance at **all** classes is essential to give you the best chance of passing the qualification. Failing to attend sessions impacts you and your fellow students as the sharing of your experiences are a valuable part of the course.

However, we understand there are occasionally unavoidable circumstances that mean attendance to a particular class is not possible. Consequently, we operate a 3-strike rule. This means if you miss more than three classes, regardless of the reason, you may be unable to gain the Diploma qualification.

If a class cannot be attended, you must inform your tutor beforehand.

Term dates, for your course, are as follows:

Summer Term Part 1	Every Tuesday from Tuesday 23 rd April 2019 to Tuesday 21 st May 2019 inclusive (Half-Term Holiday, Tuesday 28 th May 2019)
Summer Term Part 2	Every Tuesday from Tuesday 4 th June 2019 to Tuesday 2 nd July 2019 inclusive (Summer Holiday, 9 Week Summer break)
Autumn Term Part 1	Every Tuesday from Tuesday 10 th September 2019 to Tuesday 22 nd October 2019 inclusive (Half-Term Holiday, Tuesday 29 th October 2019)
Autumn Term Part 2	Every Tuesday from Tuesday 5 th November 2019 to Tuesday 17 th December 2019 inclusive (Christmas Holiday, 2 Week Winter break)
Spring Term Part 1	Every Tuesday from Tuesday 7 th January 2019 to Tuesday 11 th February 2019 inclusive (Half-Term Holiday Tuesday , 18 th February 2019)
Spring Term Part 2	Every Tuesday from Tuesday 25 th February 2019 to Tuesday 2 nd April 2020 inclusive.

Your course also includes three Saturday workshops, one per term. Times and dates will be confirmed on your first class and may be subject to change. A series of tutorial sessions are also held at various stages during the programme to support your learning.

It is crucial that you keep your tutors informed of any illness, absence or holidays that will result in you having to miss sessions at College.

It is possible that you may want to take a holiday during term time. Providing your tutor is informed and you have a good overall standard of attendance, this will be acceptable but please remember, the Three Strike Rule means if you miss three classes, you may be unable to gain the Diploma qualification due to the CIPD requirement for Guided Learning Hours.

Catching Up

In the event that you are absent from any session, for whatever reason, it is your own responsibility to ensure that you obtain the missed class information from Moodle, the college online learning portal and ask your tutor for classroom information such as hand outs and class notes. Due to the allocated programme timings, the tutors will be unable to repeat classroom sessions.

Punctuality

Although tutors understand that students can have pressing work commitments, it is nevertheless crucial that classes are ready to commence at the scheduled starting time. Sporadic late arrivals can cause disruption for the entire group and is unfair on your colleagues. Please arrive at 5.45pm for classes to commence at 6pm promptly.

Meeting Deadlines

You will be given a variety of deadlines that are important to meet in order to pass the course. The dates for all assessments will be given as soon as possible in each unit. You are advised to make a careful note of these dates when given. The course has clearly stipulated criteria for the meeting of the deadlines.

Students should take particular care to ensure they meet deadlines towards the end of the course, when there may be a significant amount of pressure. All deadline dates must be adhered to and failing to meet these may result in a delay in achieving the qualification.

Tutorials

Individual tutorials will be organised during the course by appointment with your tutor to discuss progress and any concerns that you may have.

Text Material

You will be expected to have consulted a range of books listed on the course book list. In addition, you will also be expected to read ahead of the subject matter to be taught, to be up-to-date with current topics in the business news, and to read appropriate papers and journals, such as *People Management*, on a regular basis. Students who wish to purchase a general course book will receive guidance during Induction. In addition, a significant part of the reading material is available at the CIPD library in Wimbledon or located on their website – accessible in full once you are a paid-up member.

Moodle

Moodle is an online learning portal used by the college to provide you with course materials and an opportunity to interact with fellow students throughout your learning journey.

Wherever possible, lesson notes, useful links and a variety of resources will be put on Moodle for you to access. You should make use of these resources during your studies.

Plagiarism / Cheating

Your attention is drawn to the CIPD's policy on plagiarism/cheating:

Cheating, or attempting to cheat, whether in connection with assignments or examinations is a serious offence. If you suspect any fellow candidate of cheating or plagiarism, you should report the incident to an appropriate person within the University or College for investigation as soon as reasonably practical.

Westminster Kingsway College is committed to quality and standards within a professional educational environment. Any incident of plagiarism will be dealt with accordingly and can result in disqualification from your course without refund.

Please ask your tutor if you have questions in this area.

ASSESSMENTS

Introduction

There is no formal examination on this course. However, for each of the nine modules, you are required to carry out an assignment which will be assessed to gauge your ability to apply acquired knowledge and the development of your skills and competencies.

The objectives of the assessments are:

- To develop student learning in the major topics/themes contained within the CIPD's programme.
- To stimulate students' analytical, critical and evaluative facilities applied to HRM/Personnel literature, to in-house documentation, procedures, systems and practices.
- To encourage students to see their Human Resources roles in terms of "added value" - i.e. so that they can make a difference - by not merely implementing current processes but also recommending or implementing proposed improvements and changes, based on their own ideas or by adaptations from "best practice" or "benchmarks" generated elsewhere.
- To promote:
 - a. Communication skills of active listening, acceptable review and questioning techniques which are appropriate to the interaction with staff, clients or applicants.
 - b. Practical skills in written formats.
 - c. Interpersonal skills including those involving presentations, role-plays, and running a training session.
 - d. The understanding and importance of meeting deadlines within a professional role.
- To produce HR professionals with a corporate perspective, capable of achieving sustained credibility with their colleagues.

Students with Disabilities

Students who have a disability likely to disadvantage their undertaking of assignments - e.g. dyslexia, visual impairment, etc. should inform the course tutor. Every effort will be made to make special provision to ensure that the student is not disadvantaged when undertaking assessments.

Assessment Regulations

- A candidate will be awarded the Diploma when they demonstrate that they meet the CIPD's requirements for the specified Credit Values.
- The Credit Value total of 44 credits will be accrued by achieving the required standard for Assessed Units at Intermediate level.
- Students' work will be assessed throughout the course by the team of Course Tutors.
- Assessment may be:

Formative

This is informal assessment by the course tutors of the quality of the results of students' work:

- In small groups, during discussions, case studies and role plays.
- In individual, informal tasks resulting from primary research: observation, research activities and analyses. Secondary Research from personal study including using WKC workbooks, reference sources including the College library and a range of online sources including CIPD, ACAS and BIS websites.
- In maintaining Learning Logs and Reading Records on a range of active learning activities.

Or...

Summative

This is formal assessment of work produced throughout each unit.

- The summative assessment activity will be selected from the CIPD's Intermediate Level Assessment Bank and graded against the CIPD Assessment Criteria.
- All Assessment Activities will be issued with detailed criteria for the quality and quantity of the work.
- The criteria must be met to obtain a pass mark. Students will either meet the required criteria or further development work will be required within 28 days. Summative CIPD assessments will reach the required standard or require further work as above.
- All assessment activities, both formative and summative will carry a clear deadline for completion to assist students in developing effective time management strategies.
- In special cases the course tutor may consider the issue of a special deadline. Requests for extensions to deadlines should be made in writing and received at least one week before the actual deadline date.

A student may normally resubmit or resit a particular piece of work once. All students will receive individual feedback on their performance in each assignment.

In the event of any student feeling that they wish to appeal against any assessment mark, they must do so in writing, to the Lead Tutor within a week of the mark being issued.

Learning Logs

In order to develop yourself as an effective learner and competent practitioner, you are required to prepare a Continuing Professional Development (CPD) Plan and keep a regular Learning Log for each module to show how you are developing as an HR Professional worker.

Individually, using your own perceptions and experience, the written and verbal feedback you have received from your tutor, and feedback from other members of your group, you will reflect on your performance - showing awareness of what worked and why, and what did not work and what you would do differently in the future. Keeping a Learning Log relating to each module and submitting it with assessment assignments encourages students to build in reflection time, supports work on their Personal Development Plan and is a precursor to the maintenance of CPD records.

Reading Records

To support active learning and your future professional study and development, you are encouraged to keep a Reading Record of your regular reading of books, journals and website materials. These records are particularly valuable for reference purposes when locating material for your CIPD assessments. You are required to submit a relevant Learning Log and Reading Record to the course tutor at the end of each module.

E-Portfolios

Possibly the most important aspect of student work is the submission of their E-Portfolio.

It is the individual responsibility of each student to ensure submission of a well organised portfolio of work at the end of the course on a date to be specified by the Lead Tutor on a data stick. The format will be shared with you on your first night in class.

The Portfolio must contain completed, marked documents, at Pass grade, for each of the 9 units of the Diploma course. These documents must include:

- Assessments with mark-sheets
- Learning Logs
- Reading Records
- Individual work set by each unit tutor

READING LIST

The texts listed below are recommended, not compulsory and the list will be updated as required.

- Studying Human Resource Management, Edited by Taylor, S. and Woodham, C. CIPD (2012)
- Managing People and Organisations, Edited by Taylor, S. and Woodham, C. CIPD (2012).
- Developing People and Organisations, Edited by Stewart, J. and Rogers, P. CIPD (2012).
- An Introduction to Human Resource Management, 3rd Edition, Stredwick, J. Routledge (2014).
- Learning and Development Practice, 1st Edition (2010) or 2nd Edition (2013) Beevers, K. and Rae. A. CIPD
- Learning and Development, 5th Edition Harrison, R. CIPD (2009)
- Equality, Diversity and Discrimination, Daniels, K. and Macdonald, L. CIPD (2005)
- Employee Relations in an Organisational Context, Daniels, K. CIPD (2006)
- Employee Relations, 4th Edition, Gennard, J. and Judge, G. CIPD (2005)
- People Resourcing, 4th Edition, Taylor, S. CIPD (2008)
- Managing Performance, Armstrong, M. and Baron, A. CIPD (2005)
- The Changing HR Function: Transforming HR, Reilly, P. Tomkin, P. and Broughton, A. CIPD (2007)
- www.cipd.co.uk (including People Management website www.cipd.co.uk/pm)
- www.acas.org.uk
- www.personneltoday.com

