

Advanced level Specification

January 2018



Contents

Key information	2
Rules of combination – CIPD awarded qualifications	4
Rules of combination – CIPD approved qualifications	7
Unit Summaries – Purpose, Aim, Learning Outcomes	8
Human Resource Management in Context	8
Leading, Managing and Developing People	9
Developing Skills for Business Leadership	10
Investigating a Business Issue from a Human Resources Perspective	11
Leadership and Management Development	12
Organisation Design and Organisation Development	13
Performance Management	14
Reward Management	15
Resourcing and Talent Management	16
Managing Employment Relations	17
Employment Law	18
Employee Engagement	19
Learning and Talent Development	20
Designing, Delivering and Evaluating Learning and Development Provision	21
Knowledge Management and Organisational Learning	22
Understanding and Implementing Coaching and Mentoring	23

Key information

Qualification objective

CIPD Advanced level qualifications provide a depth of knowledge alongside the opportunity to specialise in chosen areas of expertise. Candidates will be able to develop their understanding of organisations and the external context within which HR operates. Using critical analysis, self-reflection and problem-solving techniques, candidates will learn how to develop and implement creative and strategic HR solutions that drive organisational performance.

CIPD Advanced level qualifications are suited to individuals who:

- have the responsibility for implementing HR strategy and developing policy
- are an HR professional in a team and have responsibility for HR development
- work as an independent or employed HRM consultant, supporting organisations in meeting their goals
- wish to enhance and develop their career at a strategic level
- aspire to become a Chartered member of the CIPD.

Assessment

Candidates are assessed via a range of assessment methods to ensure that all the learning outcomes and assessment criteria are met in a way that enhances their learning experience. The assessments will allow candidates to demonstrate a clear grasp of the concepts and their ability to link theory to practice and to communicate clearly in the HR field at the appropriate level. Although a variety of assessment methods may be used, the demands made on candidates within and between centres must be comparable to ensure consistency of assessment.

For **CIPD awarded Advanced level qualifications**, to achieve modules 7HRC, 7LMP, 7SBL and 7IBI all the learning outcomes must be assessed by summative assessment. If a candidate is to achieve these modules then assessment must include the following elements:

HRM in Context (7HRC)

- Formative and preparative assessment for un-seen assessment
- 3 hour time-constrained, un-seen assessment under controlled conditions

Leading, Managing and Developing People (7LMP)

- Formative and preparative assessment for unseen assessment
- 3 hour time-constrained, unseen assessment under controlled conditions

Developing Skills of Business Leadership (7SBL)

- Completion of a portfolio containing evidence of skills acquisition and improvement to include observed skill activity or completion of a CIPD Assessment Bank (AB) activity

Investigating a Business Issue from an HR Perspective (7IBI)

- 7000 word management research report or approved equivalent

However, for the remaining optional modules, at least 50% of the learning outcomes for each module must be assessed through summative assessment. The remaining learning outcomes must be covered through teaching, learning and formative assessment activities.

Assessment methods may include:

- assignments
- case studies
- integrated work activities
- group and individual presentations
- projects
- reports
- time constrained tests
- examinations
- Viva Voce

Competency-based assessment may also be used in centres that are approved for this method of assessment and have assessors that are occupationally competent.

Centres may choose activities from the CIPD Assessment Bank or design their own. Where a centre devises its own assessments, these must be approved by the CIPD before use.

All centre-marked assessments are subject to external moderation to ensure that standards are judged comparatively against internal and external benchmarks.

Credit transfer, exemptions and recognition of prior learning

CIPD encourages the recognition of previous achievements of candidates. Credit transfer, exemptions, and recognition of prior learning play an important part in this by supporting candidate progression.

During the initial diagnostic interview with candidates any credit transfer, exemption and RPL opportunities should be discussed and the appropriate evidence collected.

Credit transfer

Credit transfer is the process of using credits awarded in the context of one of the CIPD Level 3 Foundation, Level 5 Intermediate or Level 7 Advanced qualifications or other RQF qualification towards the achievement requirements of another CIPD qualification of the same level/type.

Exemption

Exemption is defined as the facility for a candidate to claim exemption from some of the achievement requirements of a CIPD qualification, using evidence of certificated achievement which does not fall within the definition of credit transfer but is deemed by the CIPD to be of equivalent level, content and value.

This means that candidates who have certificated achievements which do not fall within the definition of a credit transfer, as described above, can claim exemption from units/modules within CIPD qualifications that are deemed by CIPD to be of equal level, content and value.

Recognition of prior learning (RPL)

Where candidates do not have prior certificated achievements but do have some non-formal or informal learning, they may seek recognition of prior learning (RPL). We define RPL as a method of assessment, leading to the award of credit that considers whether a candidate can demonstrate that they can meet the assessment requirements for a unit/module through knowledge, understanding and skills they already possess and do not need to develop through a course of learning.

Progression opportunities

CIPD has 3 sizes of qualification, Awards, Certificates, and Diplomas. Candidates can widen their knowledge further by undertaking more units at any time.

The CIPD Advanced level qualifications are the highest level of qualification we offer. On completion the CIPD Advanced Certificates and Diplomas candidates will automatically become a professional member of the CIPD, as an Associate (Assoc CIPD). Studying the CIPD Advanced level Diploma provides a pathway to be able to upgrade from Associate to Chartered Member or Chartered Fellow.

Rules of combination for CIPD awarded¹ Level 7* Advanced qualifications

¹CIPD awarded qualification are offered at centres with no qualification awarding powers

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

List of modules for Level 7 Advanced Award and Level 7 Advanced Certificate in Human Resources

Modules	Module code	Credit value (FHEQ)	Guided learning hours
Human Resource Management in Context	7HRC	15	75
Leading, Managing and Developing People	7LMP	15	75
Developing Skills for Business Leadership	7SBL	15	75
Investigating a Business Issue from a Human Resources Perspective	7IBI	15	35/75
Organisation Design and Organisation Development	7ODD	15	75
Resourcing and Talent Management	7RTM	15	75
Performance Management	7PFM	15	75
Reward Management	7RWM	15	75
Managing Employment Relations	7MER	15	75
Employment Law	7ELW	15	75
Employee Engagement	7EEG	15	75
Learning and Talent Development	7LTD	15	75
Designing, Delivering and Evaluating Learning and Development Provision	7DDE	15	75
Leadership and Management Development	7LMD	15	75
Knowledge Management and Organisational Learning	7KML	15	75
Understanding and Implementing Coaching and Mentoring	7ICM	15	75

Rules of combination for CIPD awarded qualifications:

Level 7 Advanced Award in Human Resources = 15 credits (FHEQ)

- Choose 1 module

Level 7 Advanced Certificate in Human Resources = 60 credits (FHEQ)

- Choose any 4 modules. Modules chosen must form a coherent programme.

Rules of combination for CIPD awarded¹ Level 7* Advanced qualifications

¹CIPD awarded qualification are offered at centres with no qualification awarding powers

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

List of modules for Level 7 Advanced Diploma in Human Resource Management

Core modules	Module code	Credit value (FHEQ)	Guided learning hours
Human Resource Management in Context	7HRC	15	75
Leading, Managing and Developing People	7LMP	15	75
Developing Skills for Business Leadership	7SBL	15	75
Investigating a Business Issue from a Human Resources Perspective	7IBI	15	35/75

Group A: Optional modules	Module code	Credit value (FHEQ)	Guided learning hours
Organisation Design and Organisation Development	7ODD	15	75
Leadership and Management Development	7LMD	15	75
Resourcing and Talent Management	7RTM	15	75
Performance Management	7PFM	15	75
Reward Management	7RWM	15	75
Managing Employment Relations	7MER	15	75
Employment Law	7ELW	15	75
Employee Engagement	7EEG	15	75

Group B: Optional modules	Module code	Credit value (FHEQ)	Guided learning hours
Learning and Talent Development	7LTD	15	75
Designing, Delivering and Evaluating Learning and Development Provision	7DDE	15	75
Knowledge Management and Organisational Learning	7KML	15	75
Understanding and Implementing Coaching and Mentoring	7ICM	15	75

Rules of combination for CIPD awarded qualifications:

Level 7 Advanced Diploma in Human Resource Management = 120 credits (FHEQ)

- Choose 8 modules – 4 core modules and 4 optional modules
- Optional choice must include at least 3 modules from Group A and a further 1 module from either Group A or Group B.

Rules of combination for CIPD awarded¹ Level 7* Advanced qualifications

¹CIPD awarded qualification are offered at centres with no qualification awarding powers

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

List of modules for Level 7 Advanced Diploma in Human Resource Development

Core modules	Module code	Credit value (FHEQ)	Guided learning hours
Human Resource Management in Context	7HRC	15	75
Leading, Managing and Developing People	7LMP	15	75
Developing Skills for Business Leadership	7SBL	15	75
Investigating a Business Issue from a Human Resources Perspective	7IBI	15	35/75

Group A: Optional modules	Module code	Credit value (FHEQ)	Guided learning hours
Learning and Talent Development	7LTD	15	75
Designing, Delivering and Evaluating Learning and Development Provision	7DDE	15	75
Leadership and Management Development	7LMD	15	75
Knowledge Management and Organisational Learning	7KML	15	75
Understanding and Implementing Coaching and Mentoring	7ICM	15	75
Organisation Design and Organisation Development	7ODD	15	75

Group B: Optional modules	Module code	Credit value (FHEQ)	Guided learning hours
Resourcing and Talent Management	7RTM	15	75
Performance Management	7PFM	15	75
Reward Management	7RWM	15	75
Managing Employment Relations	7MER	15	75
Employment Law	7ELW	15	75
Employee Engagement	7EEG	15	75

Rules of combination for CIPD awarded qualifications:

Level 7 Advanced Diploma in Human Resource Management = 120 credits (FHEQ)

- Choose 8 modules – 4 core modules and 4 optional modules
- Optional choice must include at least 3 modules from Group A and a further 1 module from either Group A or Group B.

Rules of combination for CIPD approved¹ Level 7* Advanced qualifications

¹ CIPD approved qualifications are offered at centres with qualification awarding powers. For example, university awards and university validated awards

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Core modules	Module code	Credit value (FHEQ)	Guided learning hours
Human Resource Management in Context	7HRC	15	75
Leading, Managing and Developing People	7LMP	15	75
Developing Skills for Business Leadership	7SBL	15	75
Investigating a Business Issue from a Human Resources Perspective	7IBI	15	35/75

Optional modules	Module code	Credit value (FHEQ)	Guided learning hours
Organisation Design and Organisation Development	7ODD	15	75
Resourcing and Talent Management	7RTM	15	75
Performance Management	7PFM	15	75
Reward Management	7RWM	15	75
Managing Employment Relations	7MER	15	75
Employment Law	7ELW	15	75
Employee Engagement	7EEG	15	75
Learning and Talent Development	7LTD	15	75
Designing, Delivering and Evaluating Learning and Development Provision	7DDE	15	75
Leadership and Management Development	7LMD	15	75
Knowledge Management and Organisational Learning	7KLM	15	75
Understanding and Implementing Coaching and Mentoring	7ICM	15	75

Rules of combination for CIPD awarded qualifications:

Level 7 Advanced Award in Human Resources

- Map to learning outcomes of 1 module

Level 7 Advanced Certificate in Human Resources

- Map to learning outcomes of any 4 modules. Modules chosen must form a coherent programme

Level 7 Advanced Diploma in Human Resource Management/Human Resource Development

- Map to learning outcomes of 4 core modules and a minimum of 2 optional modules. Modules chosen must form a coherent programme, and any centre devised options included should be in a cognate discipline.

Unit summaries

Human Resource Management in Context

Module title	Human Resource Management in Context
Level	7*
Credit value	15
Module code	7HRC
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

Human resource (HR) professionals and managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and whatever the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This module provides learners, first, with an understanding of the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which managers, HR professionals and workers interact in conditions of environmental turbulence, change and uncertainty. Second, the module examines how those leading organisations respond to these dynamic environmental contexts. Third, the module indicates how leaders in organisations, and those in the HR function, and line managers with HR responsibilities, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. They are also shaped by internal and external forces beyond their immediate control. Having studied this module, learners will be aware that managers and HR professionals in different types of organisation (small, large, national, global), in responding to their internal, business and external environmental contexts, not only have opportunities and choices when taking organisational and HR decisions but also face some constraints on their autonomy in determining their futures. This module explores the implications for professional practice and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to understand, analyse and critically evaluate:

- 1 Contemporary organisations and their principal environments.
- 2 The managerial and business environment within which HR professionals work.
- 3 How organisational and HR strategies are shaped by and developed in response to internal and external environmental factors.
- 4 The market and competitive environments of organisations and how organisational leaders and the HR function respond to them.
- 5 Globalisation and international forces and how they shape and impact on organisational and HR strategies and HR practices.
- 6 Demographic, social and technological trends and how they shape and impact on organisational and HR strategies and HR practices.
- 7 Government policy and legal regulation and how these shape and impact on organisational and HR strategies and HR practices.

Leading, Managing and Developing People

Module title	Leading, Managing and Developing People
Level	7*
Credit value	15
Module code	7LMP
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

This module aims to provide learners with a rigorous framework of knowledge and understanding concerning people management and development that they will need whatever the degree of specialisation they later elect to follow. It has a number of distinct learning objectives. First, the module seeks to familiarise learners with major contemporary research evidence on employment and effective approaches to human resource (HR) and learning and development (L&D) practice. Research focusing on the links between people management practices and positive organisational outcomes is covered, as is research that highlights major contemporary changes and developments in practice. Second, the module introduces learners to major debates about theory and practice in the specific fields of leadership, flexibility and change management, the aim being to help them become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance. The module also introduces the major aims of HR and L&D and explores how these are achieved in practice in different types of organisational scenario. Finally, the module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module learners will be able to:

- 1 Review and critically evaluate major contemporary research and debates in the fields of human resource management (HRM) and human resource development (HRD).
- 2 Evaluate major theories relating to motivation, commitment and engagement at work and how these are put into practice by organisations.
- 3 Debate and critically evaluate the characteristics of effective leadership and the methods used to develop leaders in organisations.
- 4 Contribute to the promotion of flexible working and effective change management in organisations.
- 5 Critically discuss the aims and objectives of the HRM and HRD function in organisations and how these are met in practice.
- 6 Assess the contribution made by HRM and HRD specialists in different types of organisation.
- 7 Promote professionalism and an ethical approach to HRM and HRD practice in organisations.

Developing Skills for Business Leadership

Module title	Developing Skills for Business Leadership
Level	7*
Credit value	15
Module code	7SBL
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

Successful human resource (HR) professionals have different approaches to their work, sharing a range of diverse personality traits, attributes and beliefs. These underpin skills proficiency, but cannot in themselves be described as 'skills'. Yet often they are central determinants of an individual manager's effectiveness and are developed consciously over time and with an awareness of differing cultural contexts and operating environments. A key purpose of this module is thus to encourage learners to develop a strong sense of self-awareness and of their own strengths and weaknesses as managers and colleagues. The module is primarily concerned with the development of skills, and specifically seeks to develop and improve a range of definable skills that are pivotal to successful management practice and to effective leadership. These include thinking and decision-making skills, the management of financial information, managing budgets, a range of teamworking and interpersonal skills and others associated with developing personal effectiveness and credibility at work. The module also seeks to develop further more-specialised skills that are of particular significance to effective higher-level people management and provides opportunities for applied learning and continuous professional development. Finally, the module seeks to help learners make the most of their formal programmes of study with the inclusion of key postgraduate study skills and requires critical reflection on theory and practice from an ethical and professional standpoint.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module learners will be able to:

- 1 Manage themselves more effectively at work or in another professional context.
- 2 Manage interpersonal relationships at work more effectively.
- 3 Make sound and justifiable decisions and solve problems more effectively.
- 4 Lead and influence others more effectively.
- 5 Interpret financial information and manage financial resources.
- 6 Demonstrate enhanced IT proficiency.
- 7 Demonstrate an essential people management skill-set.
- 8 Demonstrate competence in postgraduate study skills.

Investigating a Business Issue from a Human Resources Perspective

Module title	Investigating a Business Issue from a Human Resources Perspective
Level	7*
Credit value	15
Module code	7IBI
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

Key elements of professional competence are strategic awareness, a business orientation and a concern with adding value through human resource (HR) practice. Qualified professionals should be able to research relevant topics and write reports that can persuade key stakeholders in the organisation to change or adopt a particular policy and practice. This module provides the opportunity for learners to demonstrate the ability to diagnose and investigate a live, complex business issue from an HR perspective, to locate the work within the body of contemporary knowledge, to collect and analyse data, to derive supportable conclusions and to make practical and actionable recommendations for change, improvement or enhancement of current practice. The applied nature of the report requires a critical evaluative approach, empirical investigation and analysis and a combination of academic research and business report writing skills. It requires reflection on the implications for professional practice from an ethical, professional and continuous professional development standpoint.

This module is suitable for persons who:

- have responsibility for HR decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Identify and justify a business issue that is of strategic relevance to the organisation.
- 2 Critically analyse and discuss existing literature, contemporary HR policy and practice relevant to the chosen issue.
- 3 Compare and contrast the relative merits of different research methods and their relevance to different situations.
- 4 Undertake a systematic analysis of quantitative and/or qualitative information and present the results in a clear and consistent format.
- 5 Draw realistic and appropriate conclusions and make recommendations based on costed options.
- 6 Develop and present a persuasive business report.
- 7 Write a reflective account of what has been learned during the project and how this can be applied in the future.

Leadership and Management Development

Module title	Leadership and Management Development
Level	7*
Credit value	15
Module code	7LMD
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

The focus of this module is on the development of leadership and management in facilitating organisational, team and individual change and growth. There is recognition of differing approaches and interpretations of the concepts of leadership and management within a range of organisational contexts including public, private, not-for-profit, large, small, national, international and multicultural organisations. This module encompasses the development of leadership and management at all levels ranging from first line to senior managers and draws on the established body of knowledge and theory in both leadership and management and learning and development, in addition to the growing body of specialist knowledge in leadership and management development. The module will enable learners to develop a critical understanding of the complexities and contested nature of leadership and management and the contextual opportunities for development. It will enable learners to develop a range of personal and professional skills associated with the development of leadership and management strategies to facilitate organisational development and change. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module learners will be able to:

- 1 Explain and critically analyse the concepts of leadership and management and their application in an organisational, social, environmental and multicultural context.
- 2 Evaluate, select and apply a range of approaches to identifying leadership and management development needs in differing organisational contexts.
- 3 Critically analyse and evaluate approaches to the formulation and implementation of leadership and management development strategies to meet current and future organisational needs.
- 4 Design, critically evaluate and advise on a range of leadership and management development interventions to implement leadership and management development strategies and plans.
- 5 Work collaboratively, ethically and effectively to support a partnership approach to leadership and management development.
- 6 Explain and evaluate the role of leadership and management development in enhancing and developing organisational competence.
- 7 Critically assess and evaluate approaches to the development of leadership and management in international and global contexts.
- 8 Act ethically and professionally with a demonstrated commitment to leadership and management development and to continuous personal and professional development.

Organisation Design and Organisation Development

Module title	Organisation Design and Organisation Development
Level	7*
Credit value	15
Module code	7ODD
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

This module covers organisation design and organisation development and will enable learners to develop a critical understanding of the theory and conceptual framework of organisation design and of the principles and practices of organisation development. Both are critical to our understanding of organisations and how they function and both reside within a framework of organisation theory. The module focuses on decisions that have to be made on the most appropriate organisational structure(s) to ensure delivery of organisational activity. Organisation design is about shaping an organisation to maximise its effectiveness, aiming for flexibility in delivery of its services. Through breaking down departmental barriers, seeking improved supply efficiencies, teamwork and collaboration and working towards better customer management and retention, organisations can enhance their performance and ensure that organisational goals and targets are achieved. Organisation design activities therefore focus on finding the most appropriate structures, relationships between departments and sections, and allocation of work activities, including definition of duties and role responsibilities. It has a clear link to performance management in that effective delivery of work and output will be measured and managed. The module also focuses on how an organisation's culture, values and environment support and enhance organisational performance and adaptability. Organisation development is defined by CIPD as a 'planned and systematic approach to enabling sustained organisation performance through the involvement of its people'. This might include how organisational members acquire new skills, knowledge and behaviours, and do things differently, often as part of the application of continuous improvement strategies. The concept of the 'learning organisation' as one of a number of organisation development strategies that might be adopted as part organisational change activities is also explored. The importance of cultural awareness in managing outcomes of design and development strategies, the practical applications of organisation design and organisation development concepts and the implications for the effective management of organisations and professional practice are considered. The

module requires critical reflection on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to understand, analyse and critically evaluate:

- 1 The historical and theoretical basis of organisation design and development and their context in terms of value and contribution to organisational life.
- 2 Available design options regarding organisational structures and relationships.
- 3 Processes and systems that need to be in place to maintain such structures and relationships, and evaluation of same.
- 4 Methods and procedures of organisation development and review their strategic impact.
- 5 Change management strategies and activities through the application of organisation development strategies, which might support organisation design and realignment outcomes.
- 6 Organisation culture, norms and behaviours.
- 7 The importance of the HR role in advising on these design and development choices and supporting their implementation.

Performance Management

Module title	Performance Management
Level	7*
Credit value	15
Module code	7PFM
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

The performance management module provides learners with the knowledge and understanding of the role of performance management in supporting the strategic objectives of the organisation in different business environments; how the performance of people can be enhanced and inspired by leadership and direction and how it contributes to high-performance work organisations. The module examines the design of performance management systems that aim to transform organisational objectives and performance outcomes and identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations. It will equip learners with the necessary skills and a critical understanding of the performance review process that combines challenge and support and places a focus on personal, team and organisational learning and accountability. Furthermore, it recognises the importance of communication skills in the performance review process and evaluates the need for employee involvement as well as transparent, ethical and justifiable rewards for performance. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Systematically decide and communicate strategic performance aims, objectives, priorities and targets.
- 2 Plan effective performance management policies and practices to improve organisational and employee performance.
- 3 Devise and sustain arguments for using appropriate performance management techniques, rewards and sanctions to improve performance.
- 4 Demonstrate the communication skills required when managing achievement and underachievement.
- 5 Critically evaluate the effectiveness of performance management.

Reward Management

Module title	Reward Management
Level	7*
Credit value	15
Module code	7RWM
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

This module examines total rewards in an organisational and international context and provides learners with the knowledge and understanding of environments in which reward professionals plan, implement and evaluate employee reward policies to support strategic organisational goals. They will acquire both theoretical and normative understanding of the diverse approaches to reward management and be able to critically reflect on the strengths and limitations of these approaches in promoting individual and organisational performance in a fair, reasonable and equitable way. The foundations for pay and benefits management in modern organisations in the private, public and third sectors and how these traditions can be integrated into appropriate strategic designs that provide considerations of relative value and worth, individual and collective contribution and labour markets is examined. Learners will be able to comprehend the relationship between traditional, contingent and developmental choices of rewards, the use of diagnostic and evaluative skills in designing flexible approaches to reward and the challenges of international and executive pay arrangements. Critical reflection on theory and practice from an ethical and professional standpoint and for continuous professional development is required.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Analyse the relationship between the environment, strategy and systems of reward management.
- 2 Explore the conceptual apparatus and theoretical debates informing reward management.
- 3 Critically discuss traditional, contingent and knowledge bases for transactional and relational rewards.
- 4 Design internally consistent reward structures that recognise labour market and equity constraints.
- 5 Analyse executive and expatriate rewards in an international context.
- 6 Critically evaluate key issues in reward management.

Resourcing and Talent Management

Module title	Resourcing and Talent Management
Level	7*
Credit value	15
Module code	7RTM
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

A major and fundamental objective of the human resources (HR) function is the mobilisation of a workforce. Organisations can only function if they are able to assemble together teams of people with the necessary skills, attitudes and experience to meet their objectives. A further objective is then to retain effective performers for as long as possible. From time to time it is also necessary to dismiss people from organisations. This module focuses on these activities, focusing not just on the practical aspects of recruitment, selection, employee retention and dismissal, but also on the strategic aspects to equip learners with the knowledge and skills required for resourcing and talent management within a global context. Skills can be sourced by hiring employees, but also through other means such as the employment of agency workers, subcontractors and consultants, or through outsourcing arrangements. To mobilise an effective workforce organisations hire people from employment markets, which obliges them to compete for talent with other employers whenever demand for skills is greater than the available supply. Effective organisations thus develop a strategic approach to the attraction and retention of staff, analysing their key employment markets and gaining an understanding of their dynamics so as to enable them to compete more effectively, both now and in the future. Indeed, planning to enable an organisation to meet its future demand for skills is an increasingly important HR role and is central to this module. As the skills that employers seek become more specialised, employment markets have tightened, leading to increased sophistication in the area of resourcing and talent planning. This is reflected in the increased use of proactive diversity management, employer branding, work-life balance initiatives and innovative approaches to job design, which are covered in this module. The module also requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Analyse and evaluate the major features of national and international employment markets from which organisations source staff and ways in which these markets evolve or change.
- 2 Play a leading role in the development and evaluation of resourcing and talent management strategies, diversity management and flexible working initiatives.
- 3 Manage recruitment, selection and induction activities effectively, efficiently, lawfully and professionally.
- 4 Undertake and evaluate long- and short-term talent planning and succession planning exercises with a view to building long-term organisational performance.
- 5 Gather, analyse and use information on employee turnover as the basis for developing robust staff retention strategies.
- 6 Manage retirement, redundancy and dismissal practices fairly, efficiently and in accordance with the expectations of the law, ethical and professional practice.

Managing Employment Relations

Module title	Managing Employment Relations
Level	7*
Credit value	15
Module code	7MER
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

The cornerstone of all human resource (HR) management activity is the employment relationship – as a legal, social, economic and psychological exchange. This module will provide learners with a comprehensive understanding of employment relations perspectives and debates, both national and international, from a theoretical and behavioural competency perspective. It will enable learners to understand, analyse and evaluate competing theories and perspectives associated with managing employment relations strategies and their outcomes on organisational climate, employees and management. The module provides opportunities for learners to critically apply the activities, knowledge and behavioural competencies required for managing employment relations practices in union and non-union, small and large, private, public and indigenous and multinational organisations and will enable learners to review and critically evaluate the roles and functions of different stakeholders in employment relations and the structures and processes required to manage the employment relationship effectively. Learners will also be able to assess the impact of contextual changes on employment relations practices and organisational performance from a managerial perspective and gain insights into the creation and implementation of effective employment relations procedures and policies. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module learners will be able to understand, analyse and critically evaluate:

- 1 Different theories and perspectives on employment relations.
- 2 The impact of local, national and global contexts shaping employment relations climates.
- 3 The roles and functions of the different parties to control and manage the employment relationship.
- 4 The importance of organisational-level employment relations processes that support organisational performance, including the design and implementation of policies and practices in the areas of: employee engagement; diversity management; employee communication, involvement and participation negotiation and bargaining; conflict resolution; and change management and management control.
- 5 The importance of employment relations procedures that help mitigate organisational risk, including the design and implementation of policies and practices in the areas of discipline, grievance, dismissal and redundancy.
- 6 The integration of employment relations processes and how they impact on policy, practice and organisational outcomes such as performance and employee engagement.

Employment Law

Module title	Employment Law
Level	7*
Credit value	15
Module code	7ELW
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

The purpose of this module is to provide learners with the knowledge, understanding and skills required to brief organisations on the consequences of current and future developments in employment law, and to give up-to-date, timely and accurate advice concerning the practical application of legal principles at work in different jurisdictions. The module will provide learners with the key principles that underpin UK (or Irish) and EU employment law, their purpose, the major defences that employers are able to deploy when defending cases, and the potential organisational costs and reputational risks associated with losing them. Moreover, the focus is on situations that occur relatively regularly in workplaces rather than on more uncommon or obscure legal scenarios and on advanced knowledge of legislation or case law. Employment law continues to expand both in terms of volume and complexity and the amount of regulation covering the employment relationship and the workplace has grown substantially in recent years, including additional duties placed on public bodies to actively promote equality. While organisations can source specialist advice on more complex and unprecedented issues from legal advisers, senior human resource (HR) professionals need to be sufficiently aware of major, current and coming developments in the regulatory environment to ensure organisations are fully prepared and also able to anticipate legal problems associated with proposed decisions or plans before they are implemented. In the context of increasing numbers of claims to employment tribunals, they take a leading role in handling issues and disputes at work and in leading an organisation's response when a formal legal claim is contemplated or pursued, including preparing and presenting responses to employment tribunal claims and they need to fulfill each of these requirements to a professional standard. The module promotes critical reflection on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Explain the core principles that underpin employment law as it applies in the UK (or Ireland), including common law, their purpose, origin and practical implications.
- 2 Advise colleagues about significant legal implications of decisions, plans or proposals in the employment field.
- 3 Advise about the appropriate action that should be taken in workplace scenarios where employment regulation applies.
- 4 Play a leading role in determining the appropriate organisational response when legal action on the part of a worker or employee is anticipated, threatened or taken.
- 5 Participate in the preparation, presentation and settling of employment tribunal cases.
- 6 Know how to keep their knowledge of developments in employment law up to date and advise about the impact of these developments on employment policy and practice in their organisations.

Employee Engagement

Module title	Employee Engagement
Level	7*
Credit value	15
Module code	7EEG
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

Crucial to the delivery of superior organisational performance is the extent to which the employees of an organisation feel involved, committed and engaged. This module explores the different dimensions of employee engagement, that is, the cognitive, affective and behavioural dimensions. It examines and explores what is meant by 'engagement' and why some organisations are better than others at creating authentic engagement among their employees, and what any organisation can do, with the aid of its human resource (HR) professionals, to create sustainably high levels of workforce engagement. The module will equip learners with a comprehensive understanding of the concept of 'engagement' as applied in an organisational setting and explores the research-based and philosophical connections between employee engagement and other related beliefs, values, leadership models and management practice. It provides learners with knowledge and understanding of the rationale for the emergence of employee engagement as a key priority for organisations with high-performance working (HPW) achievements or aspirations and will enable them to develop the knowledge and skills necessary to assess the research, experiential and anecdotal evidence surrounding both the processes that facilitate employee engagement and the outcomes that may follow. The module counsels caution in the assessment and interpretation of 'evidence' about the processes and benefits of engagement and the need to guard against tendencies towards rhetoric, as many studies lack empirical detail and devote excessive attention to views of those with a vested interest in reporting progress and success. Employee engagement, if properly understood, carefully implemented and objectively measured, is a powerful tool for delivering positive reputational and 'bottom-line' outcomes. Learners will explore techniques needed to measure engagement, take remedial action or embed engagement-enhancing cultural practices and to identify, prioritise and evaluate actions to promote high levels of engagement. The module requires critical reflection on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Critically analyse the concept of employee engagement, both intrinsically and also as an instrument for facilitating high-level business purposes.
- 2 Explain the empirical and philosophical connections between employee engagement, managerial leadership, strategic aspirations and HR strategies focused on infrastructure maintenance and also the development of human resource management (HRM) competitive differentiators.
- 3 Explore the critical contribution of employee engagement as a route to strategic, reputational and competitive excellence within a high-performance working environment.
- 4 Design and undertake an analysis of the relationships, causal or correlational, between levels of employee engagement and organisational performance, measured by both process efficiencies and corporate outcomes.
- 5 Create justified, cost-effective and strategically defensible action plans for promoting employee engagement within their own organisations and elsewhere.
- 6 Systematically evaluate levels of employee engagement within organisations, functions and business units, and recommend or implement programmes designed to achieve remedial changes or embed levels of engagement already accomplished.

Learning and Talent Development

Module title	Learning and Talent Development
Level	7*
Credit value	15
Module code	7LTD
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

Learning and development and its central contribution to talent management is recognised and acknowledged to be a significant lever in achieving economic, social and cultural aspirations, ambitions and objectives of governments, work organisations and individuals. Perhaps less recognised, but of equal importance, is the potential role of learning and development in formulating and agreeing aspirations, ambitions and objectives. The contribution of learning and talent development to both *formulating* and *achieving* objectives forms a core rationale and component of this module. So too does the contextual nature of notions of talent and their connections with national and organisational policy and strategies intended to promote similarly contextual notions of success. This module will develop a critical understanding of the potential and limitations of the contribution of learning and talent development policies and strategies to formulating and achieving objectives at national, organisational, group and individual levels and will enable the development of intellectual, social, professional and personal skills to perform effectively in associated professional roles. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint, explores the implications for professional practice and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Critically analyse and evaluate the formulation and implementation of processes of learning and talent development strategies for defining and achieving current and future effectiveness at national, organisational, group and individual levels.
- 2 Critically evaluate the potential and appropriateness of a range of learning and talent development strategies, policies and methods with reference to relevant contextual factors.
- 3 Lead the initiation, development and implementation of learning and talent development strategies, interventions and activities.
- 4 Work effectively and collaboratively with key internal and external partners and stakeholders to diagnose and manage learning and talent development response to problems and issues and ensure clarity of role and contribution to agreed responses.
- 5 Critically assess the role and influence the politics of learning and talent development policy and practice in a range of contexts.
- 6 Act ethically and professionally with a demonstrated commitment to equality of opportunity and diversity in learning and talent development and to continuous personal and professional development.

Designing, Delivering and Evaluating Learning and Development Provision

Module title	Designing, Delivering and Evaluating Learning and Development Provision
Level	7*
Credit value	15
Module code	7DDE
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

The design and delivery of learning and development always occurs in a specific context. It is important therefore that this module develops a critical understanding of the role and influence of a range of contextual factors on the design, delivery and evaluation of learning and development plans and interventions. There is a well-established body of knowledge and theory on learning processes and their application in instructional design and facilitating learning that also influences design and delivery of learning and development plans and events. This body of knowledge therefore forms a significant component of the module. The module as a whole is intended to develop the professional knowledge and skills required to perform effectively in specialist roles associated with the design, delivery and evaluation of learning and development. It requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Explain, evaluate and critically analyse the internal and external contextual factors impacting on the design, delivery and assessment of learning plans and interventions in organisations.
- 2 Evaluate, select and apply a range of approaches and processes for establishing learning and development needs at organisational, group/team, occupational and individual levels in collaboration with relevant stakeholders.
- 3 Critically evaluate a range of learning and instructional design theories and principles and apply them to select and justify appropriate learning and development methods and delivery channels with the engagement and support of other professionals and managers.
- 4 Design learning plans and interventions to meet identified needs in a timely, feasible and cost-effective way.
- 5 Demonstrate skills of delivery and facilitation of learning through a range of methods and for employees at a range of organisational levels and a range of occupational groups.
- 6 Design and implement appropriate evaluation methods to assess the success and effectiveness of learning plans and interventions.
- 7 Act ethically and professionally with a demonstrated commitment to equality of opportunity and diversity in the design and delivery of learning and development and to continuous personal and professional development.

Knowledge Management and Organisational Learning

Module title	Knowledge Management and Organisational Learning
Level	7*
Credit value	15
Module code	7KML
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

Organisational learning is argued to be a critical process affecting the success or otherwise of organisations, for example in achieving competitive advantage. The efficiency and effectiveness of the process influences performance outcomes. Therefore attention needs to be given to examining and improving organisational learning. This is often achieved through mechanisms and techniques associated with knowledge management. Learning and knowledge are intertwined, as the former is a necessary condition for the creation of the latter. There is therefore an established connection between the two concepts. This module will explore that connection to develop a critical understanding of the concepts of knowledge management and of organisational learning and associated theories and the personal and professional skills associated with designing and implementing knowledge management strategies that promote organisational learning. The module explores the implications for professional practice and requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Critically evaluate the meanings attached to the concepts of knowledge management and organisational learning and associated theories.
- 2 Analyse and critique a range of applications of the concepts in organisational practices.
- 3 Design and develop organisation-based knowledge management strategies and programmes that promote, facilitate and exploit processes of organisational learning, taking account of a range of contextual factors.
- 4 Manage the implementation of knowledge management strategies and processes to support and facilitate organisational learning with the engagement and support of other professionals and managers.
- 5 Act ethically and professionally with a demonstrated commitment to equality of opportunity and diversity and to continuous personal and professional development.

Understanding and Implementing Coaching and Mentoring

Module title	Understanding and Implementing Coaching and Mentoring
Level	7*
Credit value	15
Module code	7ICM
Module review date	December 2019

*Comparable to RQF Level 7, Level 9 in Ireland, Level 11 in Scotland and EQF Level 7

Purpose and aim of module

Interest in and the use of coaching and mentoring in organisations, and as methods of personal, professional and management development, have grown significantly. Both processes are more popular and prevalent in professional practice and have been subject to much academic and professional research and writing which suggest many issues and problems, as well as features of effective practice, that need to be taken into account when using the processes and methods. The research and writing also signals many unanswered questions about current practice and this module promotes an evidence-based approach to enable the development of intellectual, social and professional skills necessary to design, apply and practise coaching and mentoring programmes and services in work organisations and their application in supporting personal and performance development. It encourages a questioning of simplistic and prescriptive accounts of coaching and mentoring in order to develop a critical awareness and understanding of the potential and limitations of coaching and mentoring models, frameworks and associated theories. It explores the implications for professional practice and requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

This module is suitable for persons who:

- have responsibility for human resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- have responsibilities for the HR function and activities within an organisation without a specialist function
- are independent or employed consultants who support organisations in meeting their goals
- have HR career and CIPD professional membership aspirations.

Learning outcomes

On completion of this module, learners will be able to:

- 1 Critically assess a range of models and frameworks of coaching and of mentoring.
- 2 Demonstrate and apply an informed and critical understanding of psychological theories and concepts informing the design and use of coaching and of mentoring, including a range of theories related to learning, emotional intelligence and personal and organisation change and development.
- 3 Design and implement organisation-based coaching strategies and mentoring strategies and programmes, taking account of a range of contextual factors.
- 4 Provide skilled, professional and effective coaching and mentoring services to individuals in a range of organisational, professional and personal contexts.
- 5 Act ethically and professionally with a demonstrated commitment to equality of opportunity and diversity in coaching and mentoring practice and to continuous personal and professional development.

CIPD

Chartered Institute of Personnel and Development
151 The Broadway London SW19 1JQ United Kingdom

T +44 (0)20 8612 6200 **F** +44 (0)20 8612 6201

E cipd@cipd.co.uk **W** cipd.co.uk

Incorporated by Royal Charter
Registered as a charity in England and Wales (1079797) and Scotland (SC045154)

Issued: January 2018 Reference: 7636 © CIPD 2018