

# APPENDIX

## Alignment of text with CIPD modules

### Leading, managing and developing people: indicative module content

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

	Page
● Major research studies on contemporary developments in the HRM and HRD fields published in the UK and overseas, including those carried out or sponsored by the CIPD	(See index and support material)
● Evidence on links between HR practice and business outcomes	98–99
● Measuring the value of the HR function	83–84
● HRM and HRD practices in the most successful organizations	66–77
● Developing an effective interface between HR and line management through partnership working	84–85

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

● Understand, explain and evaluate major theories relating to motivation, commitment and engagement at work and how these are put into practice by organizations	144–57 162–72 175–81
● Major motivation theories and their critics	164–72
● The significance of effective leadership, reward, performance management and career development opportunities	151

- 3** Debate and critically evaluate the characteristics of effective leadership and the methods used to develop leaders in organizations
- Types of leadership and management styles and their impact 11–15
  - Characteristics of successful and unsuccessful leaders 10–11, 16
  - Developing effective leaders in organizations 16–17
- 4** Contribute to the promotion of flexible working and effective change management in organizations
- Understand and contribute to the promotion of flexible working 201–06
  - The growing significance of flexibility 201
  - Different types of flexibility 202
  - The contribution made by HRM and HRD specialists to the promotion of flexible working 205–06
  - Effective approaches to change management and major theories in the field 185–97
  - The central role played by people management practices in the effective management of change 194–97
- 5** Critically discuss the aims and objectives of the HRM and HRD functions in organizations and how these are met in practice
- Organization and job design 66–67
  - Attracting and retaining people 68–70
  - Motivating and managing performance 71–72
  - Efficient administration of the employment relationship 72–73
  - Managing employee relations 74
  - Training and developing people 34–40
  - Rewarding people 72
- 6** Assess the contribution made by HRM and HRD specialists in different types of organization
- Major contemporary developments in HRM and HRD practice in larger private sector companies, small and medium-sized enterprises, public sector organizations, voluntary sector organizations and international corporations 101–10

## 7 Promote professionalism and an ethical approach to HRM and HRD practice in organizations

- Major debates about professionalism and ethics in organizations 118–19  
128–32
- Common ethical dilemmas faced by managers and ways of resolving these 129–34
- Equity and fair dealing 126, 128
- Managing within the expectations of the law 134–35

## Developing skills for business leadership: indicative module content

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

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

### 2 Manage interpersonal relationships at work more effectively

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

- 3** Make sound and justifiable decisions and solve problems more effectively
- Systematic and evidence-based decision making 290–96
  - Testing ideas 303
  - Creative and team-based decision making 294–95
  - Evaluating evidence and options 303–04
  - Ethical decision making 296
  - Communicating and justifying decisions 296
  - Proactive approaches to problem solving 288–90
  - Consulting skills 305
- 4** Lead and influence others more effectively
- Effective supervision and team leadership 254
  - Coaching and mentoring 37–38
  - Effective delegation 255–58
  - Resolving conflict between team members 241–42
  - Positively motivating others to raise their level of performance 252–55
  - Chairing meetings and coordinating discussions 262–64
  - Leading and facilitating change 195–97
  - Providing direction 254
  - Influencing thinking and decision making on the part of others 253–54  
258–59
- 5** Interpret financial information and manage financial resources
- Structure, content and interpretation of simple balance sheets, profit and loss accounts and trading statements 327–28
  - Ratio analysis 329–30
  - Basic costing concepts and techniques 331–32
  - Cash flow and cash budgets 321
  - Budgetary planning and control 321
- 6** Demonstrate enhanced IT proficiency
- Information handling skills 310–11
  - Commonly used IT applications and software packages 311–13
  - Statistical techniques and the presentation of statistical data 317–21

- 7** Demonstrate an essential people management skill set
- Selection interviewing 268–71
  - Appraisal interviewing 271–72
  - Disciplinary interviewing 281–82
  - Delivering training 273
  - Making presentations 273–77
  - Project management 277–78
  - Managing poor performance (including absence, lateness and incompetence) 279–82
- 8** Demonstrate competence in postgraduate study skills
- Accessing and evaluating published research evidence 304
  - Critical thinking 303
  - Developing and justifying original arguments 304–05
  - Referencing the work of others 346, 348
  - Effective essay and report writing 344–47
  - Effective revision and examination preparation 339–43