

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



**Human Resource Development II**

### **Learning & Development:**

- Definitions
- Quality & Flexibility
- The Learner & Barriers to Learning
- Learning Outcomes
- Processes of Learning

### **Development:**

- Definitions
- Erikson & Levinson Models
- Self Development
- Employee Development
- Management Development
- Types of Learning & the Learning Organisation

### **Vocation Education & Training:**

- Current Policies & Practices
- German, Japanese & French Systems
- Government Involvement
- Competencies

### **Training & Human Resource Development:**

- Definitions
- Creating an HRD Plan
- Training Needs Analysis
- Training Methods

### **Management Development:**

- Definitions
- Role of Management & Organisation Strategy
- Open Systems Approach
- Unified Approach
- Developing Programmes
- Brief International Overview
- Management Competencies

### **Employment Contracts:**

- The Concept of a Contract
- Common Law & Statutory Regulation
- Common Law Duties of Employer & Employee
- Statute Law & the Employment Contract
- The Employment Relationship - Operational Control
- Management & Management Functions
- Labour Process & Management

### **Collective Bargaining:**

- Definitions
- Principles & Theoretical Approaches
- Collective Agreements
- Historical Context
- Changes Since 1980s
- The Flexibility Issue

**Remuneration & Reward:**

- Theoretical Foundation
- Maslow, Herzberg, Porter & Lawler
- Payment Systems - Objectives & Equity
- Time Systems, Incentive Systems, Payment by Results
- Bonus Schemes & Collective Bonuses
- Performance Related Pay
- Variable Payments
- Employee Benefits

**Employee Involvement:**

- Involvement & Communication
- Definitions of Employee Involvement
- International Aspects

**The Public Sector:**

- Markets & the 'New' Management
- Employment Patterns & Forms
- Pay & Employee Involvement
- Flexibility & Performance

**International Human Resources Management:**

- European, USA & Japan
- Context & Culture

**Human Resources Management & Europe:**

- European Union
- EU Institutions
- Legislative Process
- Social Charter
- HR & the Single European Market
- HR & Eastern Europe

**Human Resources Management & the USA:**

- Context & Practice
- Recent Developments - Teamworking & the 'Lean' Approach

**Human Resources Management & Japan:**

- Context & Practice
- Management Techniques - Just in Time, Quality Circles, Kanban

**Reading List**

**Main Text:**

- Human Resource Management: A Contemporary Perspective - I Beardwell & L Holden (Pitman)  
*Chapters 7-19 inclusive*

**Alternative Texts and Further Reading:**

- Employee Resourcing - D Torrington, L Hall, I Haylor, J Myers (Pitman)
- Management & Organisational Behaviour - L Mullins (Pitman)
- Personnel Management - S Tyson & A York (Heinemann)
- Personnel & HR Journals