

## Advanced People Management and Development

Module Code:	n/a
Long Title	Advanced People Management and Development <b>DRAFT</b>
Title	Advanced People Management and Development
Module Level:	LEVEL 7
EQF Level:	6
EHEA Level:	First Cycle
Credits:	5
Module Coordinator:	
Module Author:	DAVE CORMACK
Departments:	
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Identify and discuss a number of key functions of professional HRM which impact on organisational performance including performance management, managing employee exit, and absence management.
LO2	Analyse and critique the options for succession planning from a people management perspective
LO3	Develop HR strategies to deal with organisational problems such as retention and absence.
LO4	Compare and contrast various models of coaching and mentoring and explain the psychological underpinnings of coaching and mentoring
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	

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## Module Content & Assessment

Indicative Content	
<b>Performance Management</b> • Strategic aspects of performance • The link between HR policies and performance • Employee performance management • Understand the purposes of appraisal • Benefits of appraisal • Methods of appraisal* • Appraisal interviewing • Post appraisal issues • Problems with performance appraisals • International differences	
<b>Coaching and Mentoring</b> • Definitions and models of coaching and of mentoring; • Differences between coaching, counselling and mentoring; • Coaching culture; • Appropriate and inappropriate uses of coaching and mentoring; • Giving, gathering and making sense of feedback; • Contracting for coaching and for mentoring; • Coaching questions; • Stages of coaching and of mentoring; • Contracting for coaching and mentoring; • Goal-setting.	
<b>Absenteeism and Attendance</b> • National context – employee absenteeism • Impact of absence on the organisation • Measuring absence • Costing absence • The causes of absence • Approaches to absence management • Absenteeism Policy Formulation • Legal context	
<b>Turnover and Retention</b> • Turnover trends • Measuring and Benchmarking • Explaining reasons for turnover • Retention strategies • Validity and reliability of Exit interviews	
<b>Retirement</b> • Preparing employees for retirement • Post-retirement contact	
<b>Management of Redundancy</b> • Defining redundancy • Role of HR in managing redundancy • Supporting redundant employees • Managing the survivors	
<b>Succession Planning</b> • Succession planning • Compiling the succession plan • Career development • Impact on HR and organisational processes • Implementation of the succession and career development plan	
Assessment Breakdown	%
Coursework	30.00%
End of Module Assessment	70.00%

### Assessments

Full Time			
Coursework			
<b>Assessment Type:</b>	Assignment	<b>% of total:</b>	30
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	2
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Learners will be asked to prepare a succession plan for their own position in their organisation			
End of Module Assessment			
<b>Assessment Type:</b>	Terminal Exam	<b>% of total:</b>	70
<b>Assessment Date:</b>	End-of-Semester	<b>Outcome addressed:</b>	1,3,4
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Terminal exam will consist of 4 questions from different areas of the module with learners being required to answer 3			
No Workplace Assessment			

## Advanced People Management and Development

Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	No Description	24	Every Week	24.00
Total Weekly Contact Hours				24.00

Module Resources	
<i>Recommended Book Resources</i>	
Carberry, R. and Cross, R. Human Resoure Management - A Concise Introduction, [ISBN: 9781137009395].	
<i>Supplementary Book Resources</i>	
Armstrong, M.. (2009), A Handbook of Personnel Management,, 11th,. Kogan Page,.	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	