

**Module
Introduction**

Human Resources

For most students, this will be the third of the IAM Diploma modules. Good luck with this module!

Lesson Structure

1. People at Work
2. Supervision
3. Recruitment and Selection
Tutor-marked Assignment P
4. Performance Management
5. Developing People
Tutor-marked Assignment Q
6. Legal Aspects
Tutor-marked Assignment R

Human Resources

Human Resources is sometimes also known as Personnel Management and encompasses a number of important skills. In many ways it follows on from the third module of the IAM Certificate: The Individual and the Organisation.

Activities

In the middle of each lesson, there are a number of activities based on the overall lesson aims. These tasks do not attempt to cover everything that has been dealt with in each chapter but, in each case, *have singled out* the most important matters concerned with the topic.

The tasks are designed to assist readers to apply the theory to a situation from their own experience. There are no answers provided as each case will be different, but students should be able to check by referring again to the previous pages.

At the end of each lesson, there is also the opportunity to review whether the key topic areas have been covered. It is yet another way to check how much knowledge has been taken in and especially, whether it has been understood enough to apply to real situations.

Tutor-marked Assignments

At the end of certain lessons you will also find a **tutor-marked assignment**. Throughout the IAM course, these are normally based on actual IAM examinations. Your answers to the TMAs should be submitted to your tutor for marking and when your script is returned, you should also receive brief guidelines on how an examiner would approach marking these questions.

Components of the Syllabus

Aim

The aim of this module is develop an understanding of the role of front-line managers administrative work, the significance of interpersonal relationships and the personnel-related functions within the organisation to develop the attitudes and self-image of a manager of people and to improve their leadership and management capability.

People at Work

- Inter-relationship
- Groups
- Goals of the organisation and the individual
- Role Theory - types of role
- Motivation
- Empowerment

Leadership & Management at the Front-line

- The changing nature of organisations and managerial jobs
- The role and importance of a Manager or Leader "*at the front-line*"
- The Manager as a team leader
- Building teams
- Briefing teams
- Team players and the value of individualism
- Dealing with conflict

Recruitment and Selection

- Job analysis
- Recruitment procedures and methods
- Interviewing and selection techniques

Legal Aspects of Employing People

- Policies and procedures
- Equal opportunities
- Contracts of Employment
- Redundancy
- Grievance procedures
- Discipline procedures

Developing People

- Role of training in organisational performance
- Performance Appraisal
- Identify training needs
- Preparing and monitoring training plans
- Skills training
- Counselling
- Capability and Competence

Additional Reading

As stated in the General Introduction, this module, like the others, is intended to feed into your day-to-day business activities. You will *not* get full value from it if you simply read the course and tackle the assignments in isolation. To do well, you *must* also read around the subject, gather ideas from various sources and apply the theories within a specific business context such as your own work.

The Institute issues lists of recommended reading for the Certificate, Diploma and Advanced Diploma courses. It is essential for students to read regularly quality newspaper articles and features in journals which relate to their areas of study. This will help them to be up-to-date and enhance their reading of recommended texts. All students should read the Institute's journal which contains items of interest and topicality to Administrative Managers.

Most college tutors are well-informed on the availability and relevance of books covering their specialism and students are advised to heed their recommendations.

Availability: Most books are available at quality booksellers throughout the UK and in some other countries.

In case of difficulty, students are advised to contact The Administration Officer, IAM Management Services Limited, 16 Park Crescent, London, W1B 1BA, telephone: +44 (0) 20 7612 7088 (Student Services) or email norma.baldwin@instam.org **who can supply books to all parts of the world.**

If you wish to buy one text to support your studies as a whole, OOL would recommend:

Ian Marcousé et al – **Business Studies**

Hodder & Stoughton, 1999 ISBN: 0-340-70462-4 Price: £18.99

IAM Recommended Texts for this Module

Core Texts

M Foot & C Hook - **Introducing Human Resource Management**
(2nd Edition)

Addison Wesley Longman Ltd ISBN 0582368928 Price: £18.99

J Weightman - **Introducing Organisational Behaviour**

Addison Wesley Longman Ltd ISBN 0582356423 Price: £18.99

H T Graham & R Bennett - **Human Resources Management**
(9th Edition)

Pearson Educational Ltd ISBN 0273634011 Price: £20.99

Supplementary Texts

M Armstrong - **A Handbook of Human Resource Management Practice**
(7th Edition)

Kogan Page Ltd ISBN 074942964X Price: £24.95

A Huczynski & D Buchanan - **Organisational Behaviour**
(3rd Edition)

Prentice-Hall International Ltd ISBN 0132072599 Price: £32.99

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