

Higher National Unit Specification

General information for centres

Unit title: Human Resource Management: Employee Relationship Management

Unit code: DN7E 35

Unit purpose: This Unit is designed to enable candidates to understand and explain the concept and process of Employee Relationship Management, and to provide the knowledge and skills necessary to apply that process within an organisational setting.

On completion of the Unit the candidate should be able to:

1. Define employee relationship management, and explain the main related concepts.
2. Explain the process of employee relationship management.
3. Apply employee relationship management strategies in a business context.

Credit points and level: 1 HN Credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: Candidates should have good research and communication skills. Previous workplace experience would be beneficial, as the concepts and processes covered by this unit contain both the complexity and ambiguity of the modern working environment. For students with no prior employment experience, it is recommended that the following units have been achieved: Human Resource Management: the Business Context; Employee Resourcing; Business Culture and Strategy; Managing Reward and Performance Management.

Core skills: There may be opportunities to gather evidence towards core skills in this Unit, although there is no automatic certification of core skills or core skills components.

Context for delivery: If this Unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes. It is an optional unit in the HND Human Resource Management

Assessment: It is recommended that an integrated assessment be used for this Unit. Students could be assessed through either a response to a case-study, or an analysis of their current workplace.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Define Employee Relationship Management, and explain the main related concepts.

Knowledge and/or skills

- ◆ A range of current definitions of employee relationship management
- ◆ The business/moral/ethical imperatives for employee relationship management
- ◆ The psychological contract and its main characteristics
- ◆ Talent management and its main characteristics
- ◆ The importance of valuing both individuality and diversity in employee relationship management
- ◆ The range of flexible working options and relevant work/life balance legislation
- ◆ Relevant theoretical models

Evidence requirements

Candidates will demonstrate their knowledge and/or skills by showing, through written and/or oral evidence, that they can:

- ◆ Produce a working definition of the concept of employee relationship management
- ◆ Provide a rationale for investing in employee relationship management
- ◆ Define and explain ‘the psychological contract’.
- ◆ Define and explain Talent Management
- ◆ Apply a relevant Theoretical model

With reference to a real life situation or a case study

Assessment guidelines

The assessment for this Outcome can be combined with Outcomes 2 and 3 as part of a single assessment for this Unit, details of which are given under Outcome 3 below.

Higher National Unit specification: statement of standards (cont)

Unit title: Human Resource Management: Employee Relationship Management

Outcome 2

Explain the process of Employee Relationship Management

Knowledge and/or skills

- The critical stages of the employee 'life-cycle'
- How to maintain positive relationships
- How to encourage and facilitate a two-way communication process.
- How to manage careers: the importance of achieving 'mutuality'
- How to take a collaborative approach to employee relationship management:
- The importance of all stakeholders working in partnership

Evidence requirements

Candidates will demonstrate their skills and/or knowledge through written and/or oral evidence by showing that they can:

- ◆ Explain the employee life cycle
- ◆ Describe how to manage communication and maintain positive relationships

With reference to a real life situation or a case study

Assessment guidelines

The assessment for this Outcome can be combined with Outcomes 1 and 3 as part of a single assessment for this Unit, details of which are given under Outcome 3 below.

Outcome 3

Apply employee relationship management strategies in a business context.

Knowledge and/or skills

- ◆ PESTLE model
- ◆ Internal and external factors which impact upon the process
- ◆ The benefits to the organisation, and to the individual,

Evidence requirements

Candidates will demonstrate their skills and/or knowledge through written and/or oral evidence by showing that they can:

- ◆ Identify and explain the internal and external factors which are influencing employee relationship management in a given business context
- ◆ Present the business case for positive employee relationship management within the given business context

Higher National Unit specification: statement of standards (cont)

Unit title: Human Resource Management: Employee Relationship Management

Assessment guidelines

The assessment for this Outcome can be combined with Outcomes 1 and 2 as part of a single assessment for this Unit. It is recommended that a case-study approach be used, which may be based either on a fictitious organisation, or a real one familiar to the candidate. Due to the knowledge intensive nature of Outcomes 1 and 2, a report format is recommended for these two Outcomes. This report should perform the dual function of satisfying the stated evidence requirements for each Outcome, and of generating supporting evidence on which to base a presentation to satisfy the more skills based evidence requirements for Outcome 3. The presentation element of this integrated assessment should thus use evidence generated for Outcomes 1 and 2 to support the business case presented for Outcome 3.

Administrative Information

Unit code:	DN7E 35
Unit title:	Human Resource Management: Employee Relationship Management
Superclass category:	AJ
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Higher National Unit specification: support notes

Unit title: Human Resource Management: Employee Relationship Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is designed to equip candidates with an understanding of the often complex, uncertain and ambiguous nature of the modern workplace. It is also intended to develop candidates' confidence in operating in such an environment, based on effective analyses of 'real' situations rather than over-reliance upon textbook solutions. It builds a body of theoretical/current practice knowledge in the first two Outcomes, then challenge candidates' application of skills by the requirement to evaluate, apply and use for justification that knowledge in a real situation in Outcome 3. The emphasis throughout the Unit should be on developing skills in business decision-making that are well informed by current theory/practice, but that 'best-fit' a given organisation. Thus effective performance in this Unit will be achieved by combining sound theoretical knowledge with effective contextual analysis to produce a tight, well justified business case.

In Outcome 1, it is suggested that candidates are introduced to the origins of Employee Relationship Management in Customer Relationship Management, and briefly explore its links with that philosophy. The related concept of the psychological contract could focus on its evolving nature, and its current emphasis on 'employability security'. David Guest's model of the psychological contract can be introduced here. Legislation relating to the Employment Contract, Equal Opportunities/Managing Diversity and Flexible Working included in this Outcome should be updated as necessary.

In Outcome 2, the four key stages of the employee lifecycle relate to recruitment, induction, career building and career maintenance. The use of good communication, relevant learning and development activity, supportive performance management processes and effective reward (both financial and non-financial) as positive employee relationship management tools can be explored here. The concept of achieving mutuality in the management of careers, i.e. aligning organisational and individual needs, is an important area, as is the concept of 'partnership', with Rosemary Harrison (2001) being a good source for both topics.

Outcome 3 could cover the external PESTLE factors, and their implications for employee relationship management. Internal factors could include structure, culture, business aims and objectives, management style, HR practices and processes. Candidates should be able to differentiate between the *implications* of these factors and their *actual* impact upon a given situation.

Higher National Unit specification: support notes (cont)

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Guidance on the delivery and assessment of this Unit

Candidates should be clearly aware of the fact that this Unit will require a considerable amount of personal reading and research. Candidates should be encouraged to widen their search beyond recommended management texts to current business publications, television discussions and quality broadsheet newspapers. This will heighten their awareness of the continuously evolving factors impacting upon employee relationship management in different sectors. Extensive classroom discussions of real scenarios will give depth and breadth of understanding and help candidates prepare for the practical nature of assessment of Outcome 3.

It is strongly recommended that the Unit be assessed using one assessment based on an investigation and analysis of a given situation. It should be emphasised to candidates that a clear link must exist between the various elements of the assessment, and that competent performance depends upon their ability to make reference to evidence presented in Outcomes 1 and 2 to support their recommendations in Outcome 3. The assessments can be completed in stages provided the production of evidence is progressive rather than discrete.

Open learning

This Unit is suitable for open and distance learning delivery. Additional support required by candidates may be electronic access to discussion forums/groups to explore current real situations.

Difficulties in authenticating evidence will have to be addressed by the centre. For further information and advice please refer to Assessment and Quality Assurance for Open and Distance Learning (SQA, February 2001 – publication code A1030

Candidates with additional support needs

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on the SQA website www.sqa.org.uk.

General information for candidates

Unit title: Human Resource Management: Employee Relationship Management

This Unit is designed to enable you to understand and explain the concept and process of Employee Relationship Management, and to provide you with the knowledge and skills necessary to apply that process within an organisational setting.

You should learn about and be able to:

- ◆ Define employee relationship management, and explain the main related concepts.
- ◆ Explain the process of employee relationship management.
- ◆ Make recommendations for the application of employee relationship management in a business context.

You will be assessed on:

- ◆ Your knowledge and understanding of employee relationship management, and its main related concepts
- ◆ Your understanding of the process of employee relationship management
- ◆ Your analysis of a given business situation, and the quality of your recommendations for employee relationship management within that situation.

One assessment will be used which will involve you in gathering evidence on which to base a convincing business case for employee relationship management in a particular business context.