



**HUMAN RESOURCE MANAGEMENT  
PROFESSIONALS EXAMINATIONS BOARD**

# **CERTIFIED HUMAN RESOURCE PROFESSIONALS (CHRP) CURRICULUM**

**KNQA LEVEL**

**7**

**CHRP CURRICULUM**





# **CERTIFIED HUMAN RESOURCE PROFESSIONALS (CHRP) CURRICULUM**

## **CHRP CURRICULUM /KNQA LEVEL 7**

| <b>Learning Hours</b> | <b>Credits</b> | <b>Duration</b> |
|-----------------------|----------------|-----------------|
| <b>4800</b>           | <b>480</b>     | <b>4 Years</b>  |



**HRMPEB**

**HUMAN RESOURCE MANAGEMENT PROFESSIONALS  
EXAMINATIONS BOARD  
P.O. BOX 23733-00100  
NAIROBI, KENYA**

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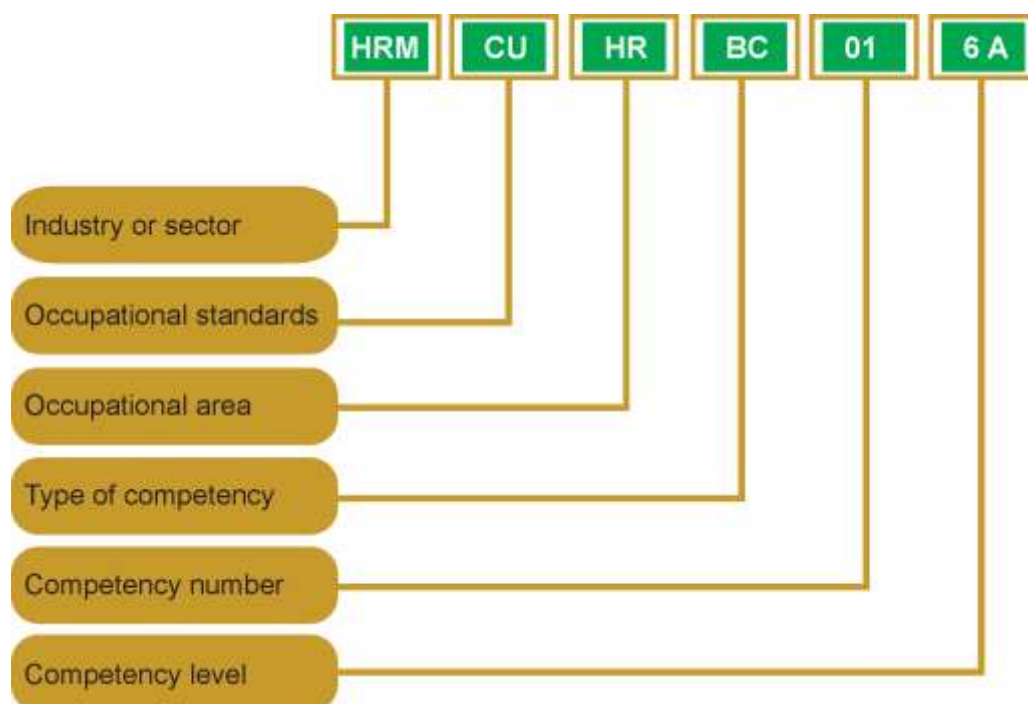
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# ACRONYMS

|        |                                                           |
|--------|-----------------------------------------------------------|
| BC     | Basic Competency                                          |
| CC     | Common Competency                                         |
| CR     | Core Competency                                           |
| CBET   | Competency Based Education and Training                   |
| HR     | Human Resource                                            |
| HRM    | Human Resource Management                                 |
| HRMPEB | Human Resource Management Professionals Examination Board |
| ICT    | Information and Communication Technology                  |
| IT     | Information Technology                                    |
| KCSE   | Kenya Certificate of Secondary Education                  |
| KNQA   | Kenya National Qualifications Authority                   |
| KNQF   | Kenya National Qualification Framework                    |
| OS     | Occupational Standards                                    |
| TVET   | Technical and Vocational Education and Training           |
| TVETA  | Technical and Vocational Education and Training Authority |
| SOP    | Standard Operating Procedures                             |

## KEY TO UNIT CODE



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# COURSE OVERVIEW



## 1. Description of the Course

The Certified Human Resource Professional (CHRP) course is designed to equip individuals with competences and knowledge required by human resource professionals for effective job performance in both public and private sectors. It reflects the employers' demand for qualified personnel to manage the human resource function in a dynamic and competitive environment.

## 2. Overall Course Learning Outcomes

By the end of the Certified Human Resource Professional (CHRP) course, the learner should be able to:

1. Effectively plan, design and manage key human resource functions within organizations such as recruitment and selection, training and development, compensation and reward systems and performance appraisal
2. Contribute to employee performance management and organizational effectiveness and productivity
3. Design and formulate various HRM processes and policies
4. Diagnose personal and institutional challenges faced by employees and address them through coaching, mentoring and counselling
5. Manage the human resource function within institutional, local and international legal and regulatory frameworks
6. Utilize knowledge of accounting to monitor, evaluate and generate reports on the human resources of an organization for decision making
7. Utilize information technology to manage the human resource function in organizations
8. Support the organization to develop business and transformational strategies that consider the developing role of human resources in the global arena

9. Provide professional guidance and advice internally and externally on human resource management
10. Evaluate current issues, trends, practices, and processes in HRM and adapt appropriately
11. Generate evidence based reports and information based on scientific research

### **3. Course Structure**

#### **CHRP PART I**

##### **Section 1**

1. Human Resource Management
2. Business Law
3. Accounting and Financial Management

##### **Section 2**

4. Organizational Theory and Behaviour
5. Employee Resourcing
6. Human Resource Management Information Systems

#### **CHRP PART II**

##### **Section 3**

7. Compensation & Reward Management
8. Employee Relations and Labour Laws
9. Human Resource Development

##### **Section 4**

10. Performance Management and Productivity
11. Coaching, Mentoring and Counselling
12. Research Methods for Human Resource Practitioners

#### **CHRP PART III**

##### **Section 5**

13. Organizational Development and Transformation
14. Strategic Management for Human Resource Practitioners.
15. Human Resource Accounting, Metrics and Analytics

## **Section 6**

- 16. Human Resource Consultancy and Advisory
- 17. Human Resource Audit
- 18. Strategic Leadership, Ethics & Governance- Industry-based Project

### **4. Entry Requirements**

An individual entering this course should have any of the following minimum requirements:

- (a) Kenya Certificate of Secondary Education (KCSE) mean grade C+ and above
- (b) A Diploma in Human Resource management from a recognized examining body
- (c) A bachelors degree from a recognized University
- (d) Equivalent qualifications as determined by Kenya National Qualifications Authority (KNQA)

### **5. Trainer qualification**

Training institutions shall engage trainers with the following minimum qualifications

- (a) A Master 's degree in a relevant field from a recognised institution with pedagogical training of not less than six months
- Or
- (b) Bachelor's Degree plus relevant professional qualification such as CHRP(K), CPA(K), CPS(K) with pedagogical training of not less than six months

### **6. Tools and equipment specification**

Trainee enrolmentperclass shall adhere to CBETAstandardrecommended maximum of 20 trainees. The following shall be the minimum space, tools and equipment requirement for a class size of 20 trainees;

- i. Training room measuring 20m<sup>2</sup>
- ii. Twenty lecture chairs
- iii. One lecturer table and seat
- iv. White board
- v. Projector

## **7. Industrial experience**

A trainee shall undertake a compulsory industry-based research project as a prerequisite for completion of this training course.

## **8. Assessment**

The course will be assessed at two levels: internally and externally. Internal assessment is continuous and is conducted by the trainer who is monitored by an internal accredited verifier while external assessment is the responsibility of HRMPEB.

As part of the continuous internal assessment process, trainees will maintain a portfolio of evidence of their achievements.

## **9. Certification**

On successful completion of a Unit of Learning, a trainee shall be issued with a Certificate that acknowledges the achievement of that competence. On successful completion of all units of learning, the trainee shall be awarded CHRP qualification. These certificates will be issued by HRMPEB.



# 1. HUMAN RESOURCE MANAGEMENT



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

This unit seeks to provide the learner with knowledge of human resource management required by a Human Resource Professional in both public and private sector organisations. It equips the Certified Human Resource Professional with competencies to apply the concept of Human resources management and the regulatory and institutional framework for human resource management profession, apply the theories and models in human resource management, develop human resources policies and procedures, manage human resource records, plan for human resources, conduct job analysis, develop job descriptions and job specifications, design organisational structures and jobs, develop personal brand, develop work ethic and identify emerging trends in human resource management

## Summary of Learning Outcomes

At the end of this unit of competence a trainee should be able to:

1. Explain the concept of human resources management;
2. Explain the regulatory and institutional framework for human resource management profession;
3. Apply theories and models in human resources management;
4. Develop human resources policies and procedures;
5. Manage human resource records;
6. Plan for human resources;
7. Conduct job analysis, prepare job descriptions and job specifications;
8. Design organisational structures;
9. Design jobs;
10. Develop personal brand;
11. Develop work ethic; and,
12. Identify trends in human resource management.

## Unit Topic Content and Suggested Assessment Methods.

| Topic                                                                              | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. The Concept of Human Resources Management                                       | <ul style="list-style-type: none"> <li>1.1 Introduction to human resources management</li> <li>1.2 Functions of human resources management</li> <li>1.3 Evolution of human resources management</li> <li>1.4 Models of human resources management</li> <li>1.5 Principles of human resources management</li> <li>1.6 Functional relationships of human resources management</li> <li>1.7 Objectives of human resources management</li> </ul>                                                                                                              |
| 2. Regulatory and Institutional Framework for Human Resource Management Profession | <ul style="list-style-type: none"> <li>2.1 Introduction to the legal and institutional framework governing the HR profession</li> <li>2.2 The Constitution</li> <li>2.3 Labour Laws</li> <li>2.4 Role of Ministry of Labour, IHRM, SCAC, SRC, HRMPEB</li> <li>2.5 Code of conduct for HR professionals</li> </ul>                                                                                                                                                                                                                                         |
| 3. Theories and Models in Human Resources Management                               | <ul style="list-style-type: none"> <li>3.1 Organisation behaviour theory</li> <li>3.2 Human capital theory</li> <li>3.3 Resources-based theory</li> <li>3.4 Institutional theory</li> <li>3.5 Ability, motivation and opportunity theory</li> <li>3.6 Transaction costs theory</li> <li>3.7 The 8-Box model move talent - also consider the ppp model</li> <li>3.8 Human resources management value chain model</li> <li>3.9 The standard causal model of human resources management</li> <li>3.10 The Harvard framework human resources model</li> </ul> |

| Topic                                      | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Human Resources Policies and Procedures | <p>4.1 Introduction to human resources policies and procedures</p> <p>4.2 Importance of human resources management policies</p> <p>4.3 Human resources management policy areas</p> <p>4.4 Process of developing human resources management policies</p> <p>4.5 Sources of human resources management policies and procedures</p> <p>4.6 Principles of human resources management policies and procedures</p> <p>4.7 Structure of human resources management policies and procedures</p> <p>4.8 Implementation and review of human resource management policies and procedures</p> |
| 5. Human Resource Records                  | <p>5.1 Introduction to human resources management records</p> <p>5.2 Objectives of human resources management records</p> <p>5.3 Types, essentials and precautions of creating human resources management records</p> <p>5.4 Principles of good human resources management records</p> <p>5.5 Creation and maintenance of employee personal files</p> <p>5.6 Records life span</p> <p>5.7 Methods of storing records</p> <p>5.8 Record security</p> <p>5.9 Data protection and access to information</p> <p>5.10 Application of information technology to records management</p>  |
| 6. Human Resource Planning                 | <p>6.1 Introduction to human resources management planning</p> <p>6.2 Objectives of human resources management planning</p> <p>6.3 Features of human resources management planning</p> <p>6.4 Process of human resources management planning</p> <p>6.5 Types of human resources management plans</p> <p>6.6 Building loyalty and commitment</p> <p>6.7 A robust talent pipeline</p> <p>6.8 Business case for human resources management plans</p> <p>6.9 Challenges in human resource management planning</p>                                                                    |

| Topic                                      | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. Job Descriptions and Job Specifications | <p>7.1 Job analysis, job descriptions and job specifications Importance of job description, job specifications and job analysis</p> <p>7.2 Application of job description, job specifications and job analysis</p> <p>7.3 Factors of job description, job specifications and job analysis</p> <p>7.4 Structure of a job description</p> <p>7.5 Structure of a job analysis</p> <p>7.6 Methods and techniques of conducting job analysis</p> <p>7.7 Process of analysing a job</p> <p>7.8 Job analysis validation</p>                                                                                                              |
| 8. Design organizational structures        | <p>8.1 Introduction to organisational structure and design</p> <p>8.2 Elements of organisational structure and design</p> <p>8.3 Objectives of organisational structure and design</p> <p>8.4 Components of organisational structure and design</p> <p>8.5 Types of organisational structure and design</p> <p>8.6 Components of organisational structure and design</p> <p>8.7 Organisational structure and design approaches</p> <p>8.8 Examples of organisational structure and design</p> <p>8.9 Impact of organisational structure and design</p> <p>8.10 Benefits and challenges of organisational structure and design</p> |
| 9. Design Jobs                             | <p>9.1 Introduction to job design</p> <p>9.2 Objectives of job design</p> <p>9.3 Theories of job design</p> <p>9.4 Types of job design</p> <p>9.5 Job design approaches</p> <p>9.6 Examples of job design</p> <p>9.7 Techniques of job design</p> <p>9.8 Impact of technology on job design</p> <p>9.9 Benefits and challenges of job design</p>                                                                                                                                                                                                                                                                                  |

| Topic                                                               | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. Employee Personal Branding                                      | 10.1 Introduction to employee personal branding<br>10.2 Importance of a personal branding<br>10.3 Elements of personal branding<br>10.4 Building and sustaining a personal brand<br>10.5 Personal brand identity<br>10.6 Personal brand positioning<br>10.7 Personal brand integrity<br>10.8 Personal brand mindset<br>10.9 The concept of employer brand<br>10.10 Alignment of personal branding to employer brand<br>10.11 Challenges in personal branding                                                                                                              |
| 11. Work Ethic                                                      | 11.1 Introduction to work ethic<br>11.2 Importance of work ethic<br>11.3 Elements of a strong work ethic<br>11.4 Balancing responsibility and accountability<br>11.5 Developing a quality culture<br>11.6 Keys to self discipline<br>11.7 Consistency in work performance<br>11.8 Professionalism<br>11.9 Professional and self-development<br>11.10 Teamwork<br>11.11 Focus on company priorities<br>11.12 Managing time<br>11.13 Respect for others and responsibility for performance results                                                                          |
| 12. Trends in Human Resource Management and ICT applications in HRM | 12.1 Attracting and retaining talent<br>12.2 Workforce diversity, equity and inclusion<br>12.3 Employer brand and value proposition<br>12.4 Aligning talent to the business<br>12.5 Artificial intelligence<br>12.6 Pressure to become more agile<br>12.7 Continual performance management culture<br>12.8 Data driven decision making<br>12.9 Virtual employee resourcing<br>12.10 The employee experience<br>12.11 Integration of generations in the organisation<br>12.12 Future of human resources management<br>12.13 Legal activism<br>12.14 Impact of social media |

## **Suggested Delivery Methods**

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Lectures;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions; and
- Third party report.

## **Recommended Resources**

- Strategic plans;
- human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organization policies and procedures.

## 2. BUSINESS LAW



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

### Unit Description

This unit comprises of competencies that will enable the Certified Human Resource Professional to; explain the nature, purpose and classification of law, discuss the sources of law, discuss administrative law, illustrate the court system in Kenya, apply the law of persons, the law of tort, the law of contract, the law of agency, the law of sale of goods, the general principles of consumer credit, the law of guarantee and indemnity, the law of partnership, the law of insurance, negotiable instruments and resolve commercial disputes

### Summary of Learning Outcomes

At the end of this unit of competency, the trainee should be able to:

1. Explain the nature, purpose and classification of law;
2. Discuss the sources of law;
3. Discuss administrative law;
4. Illustrate the court system in Kenya;
5. Apply the law of persons;
6. Apply the law of tort;
7. Apply the law of contract;
8. Apply the law of agency;
9. Apply the law of sale of goods;
10. Apply the general principles of consumer credit;
11. Apply the law of guarantee and indemnity;
12. Apply the law of partnership;
13. Apply the law of insurance;
14. Apply negotiable instruments; and
15. Resolve commercial disputes.

## Unit Topic Content and Suggested Assessment Methods.

| Topic                                        | Content                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Nature, Purpose and Classification of Law | 1.1 Definition of law<br>1.2 Functions/ purposes of law<br>1.3 Classification/types of law<br>1.4 The rule of law<br>1.5 Professional ethics and the law<br>1.6 Business ethics<br>1.7 Law and morality                                                                                                                |
| 2. Sources of Law                            | 2.1 Meaning of sources of Law<br>2.2 The constitution<br>2.3 Acts of parliament/statutes<br>2.4 International law<br>2.5 Customary law<br>2.6 Judicial precedents/case law<br>2.7 Common law<br>2.8 Law of Equity<br>2.9 Statutes of general application<br>2.10 Subsidiary legislation/ by laws                       |
| 3. Administrative Law                        | 3.1 Definition and functions of administrative law<br>3.2 Principles of natural justice<br>3.3 Effects of breach of natural justice<br>3.4 Judicial review<br>3.5 Alternative dispute resolution mechanisms<br>3.6 Role of Ombudsman in Administrative Justice                                                         |
| 4. The Court System in Kenya                 | 4.1 The supreme court of kenya<br>4.2 The court of appeal<br>4.3 The high court<br>4.4 Specialised court - (Employment and labour relations court/land and environment court)<br>4.5 The Kadhi's court<br>4.6 The Magistrate's courts<br>4.7 Tribunals<br>4.8 Officers of the court<br>4.9 Judicial Service Commission |

| Topic                                     | Content                                                                                                                                                                                                                                                                                      |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Law of Persons                         | 5.1 Introduction to the law of persons<br>5.2 Types of persons<br>5.3 Nationality<br>5.4 Domicile<br>5.5 Marriage<br>5.6 Adoption<br>5.7 Legitimation<br>5.8 Guardianship<br>5.9 Mentally disordered persons<br>5.10 Proceedings against the state<br>5.11 Corporations<br>5.12 Partnerships |
| 6. Law of Tort                            | 6.1 Introduction to the Law of Tort<br>6.2 Capacity of parties<br>6.3 General defenses<br>6.4 Negligence<br>6.5 Trespass<br>6.6 Nuisance<br>6.7 Defamation                                                                                                                                   |
| 7. Law of Contract                        | 7.1 Definition and types of contracts<br>7.2 Formation of contracts<br>7.3 Elements of a contract<br>7.4 Realisation of a contract<br>7.5 Vitiating Factors<br>7.6 Discharge of a contract<br>7.7 Breach of contract<br>7.8 Remedies for breach of contract<br>7.9 Limitation of Actions     |
| 8. Law of Agency                          | 8.1 Definition of an agent<br>8.2 Classification of an agent<br>8.3 Creation of agency relationship<br>8.4 Duties of an agent<br>8.5 Rights of an agent<br>8.6 Liability of an agent to third parties<br>8.7 Termination of an agency relationship                                           |
| 9. Law of Sale of Goods                   | 9.1 Nature of sale of goods<br>9.2 Capacity of parties<br>9.3 Transfer or passing of property<br>9.4 Caveat emptor<br>9.5 Duties of parties<br>9.6 International trade contracts                                                                                                             |
| 10. General Principles of Consumer Credit | 10.1 Definition of consumer credit<br>10.2 Advantages and disadvantages of consumer credit<br>10.3 Consumer debt basics<br>10.4 Credit card basics<br>10.5 Debt repayment options and advice                                                                                                 |

| Topic                                 | Content                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11. Law of Guarantee and Indemnity    | 11.1 Introduction to indemnity and guarantees<br>11.2 Contract of indemnity<br>11.3 Contract of guarantee<br>11.4 Continuing guarantee<br>11.5 Rights of the guarantor/surety<br>11.6 Discharge of a guarantor/surety                                                                                                                                                                                           |
| 12. Law of Partnership                | 12.1 Meaning of partnership<br>12.2 Formation of partnership<br>12.3 Partnership deeds and agreements<br>12.4 Law of partnership<br>12.5 Types of partnerships<br>12.6 Relationship of partners<br>12.7 Duties of partners<br>12.8 Relation of partners to third parties<br>12.9 Assignment of shares in partnership<br>12.10 Liabilities of incoming and outgoing partners<br>12.11 Dissolution                |
| 13. Law of Insurance                  | 13.1 Introduction to the law of insurance<br>13.2 Regulatory framework of insurance<br>13.3 Parties to an insurance contract<br>13.4 Elements of insurance<br>13.5 Principles of Insurance<br>13.6 Essential elements of an insurance contract<br>13.7 Formation of an insurance contract<br>13.8 General characteristics of insurance<br>13.9 Types of insurance<br>13.10 Termination of an insurance contract |
| 14. Negotiable Instruments            | 14.1 Introduction to negotiable instruments<br>14.2 Negotiable instruments<br>14.3 Bills of exchange<br>14.4 Promisory notes<br>14.5 Bailment<br>14.6 Lien<br>14.7 Letter of hypothecation<br>14.8 Letter of professional undertaking                                                                                                                                                                           |
| 15. Resolution of Commercial Disputes | 15.1 Introduction to disputes settlement<br>15.2 Methods of resolving disputes or (Litigation and ADR)<br>15.3 Alternative disputes resolution Mechanisms<br>15.4 International commercial arbitration                                                                                                                                                                                                          |

## **Suggested Delivery Methods**

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Lectures;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Written tests;
- Observation;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources**

- Strategic plans;
- human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organization policies and procedures.

# 3. ACCOUNTING AND FINANCIAL MANAGEMENT



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

## Relationship to Occupational Standards

|                                                    |                                                                        |
|----------------------------------------------------|------------------------------------------------------------------------|
| <b>This unit addresses the Unit of Competency:</b> | Maintain and Interpret Financial Accounts and Manage Business Finances |
|----------------------------------------------------|------------------------------------------------------------------------|

## Unit Description

This unit seeks to equip the learner with knowledge and skills in recording accounting transactions and preparing books of account, preparing financial statements, adjusting and correcting books of account, computing depreciation, preparing inventory accounts, preparing petty cash accounts, reconciling books, and managing business finances.

## Summary of Learning Outcomes

At the end of the unit the learner should be able to:

1. Explain concepts of accounting and financial management;
2. Relate accounting to the human resource function;
3. Prepare the ledger accounts;
4. Adjust and correct the books of account;
5. Prepare financial statements;
6. Compute depreciation;
7. Prepare inventory records;
8. Prepare petty cash accounts;
9. Reconcile cash and bank accounts;
10. Analyse financial statements;
11. Use computerised accounting systems;
12. Explain the fundamentals of financial management;
13. Identify types of financial markets and institutions and their role;
14. Compute the time value of money;
15. Compute the cost of capital; and
16. Explain the principles of taxation.

## Topic Content and Suggested Assessment Methods

| Topic                                                          | Content                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Explain the Concepts of Accounting and financial Management | 1.1 Introduction to accounting and financial Management<br>1.2 Objectives of accounting and financial management<br>1.3 Accounting principles - Concepts and conventions<br>1.4 Accounting cycle<br>1.5 Accounting equation<br>1.6 Types of accounts<br>1.7 Book keeping systems<br>1.7.1 Single entry book keeping<br>1.7.2 Double entry book keeping |
| 2. Relate Accounting to the Human Resource Function            | 2.1 Concepts of profitability, organisational sustainability and employee welfare<br>2.2 Users of financial statements and their needs<br>2.3 Impact of human resource costs on profitability<br>2.4 Link between the accounting and human resource functions                                                                                          |
| 3. Prepare the Ledger Accounts                                 | 3.1 Introduction to the principles of bookkeeping<br>3.2 Journal entries<br>3.3 Ledger accounts<br>3.4 Trial balance extraction                                                                                                                                                                                                                        |
| 4. Adjust and Correct the Books of Account                     | 4.1 Identification and correction of errors<br>4.2 Adjustments for prepayments and accruals<br>4.3 Preparation of adjusted trial balance<br>4.4 Closing entries of the books of accounts                                                                                                                                                               |
| 5. Prepare Financial statements                                | 5.1 Preparation of financial statements for sole proprietors, partnerships, companies, non-profit making institutions<br>5.1.1 Income statement<br>5.1.2 Statement of financial position<br>5.1.3 Cashflow statement<br>5.1.4 Statement of changes in equity                                                                                           |

| Topic                                   | Content                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Compute Depreciation                 | 6.1 Concept of depreciation<br>6.2 Methods of depreciation;<br>6.2.1 Straight line<br>6.2.2 Reducing balance<br>6.2.3 Sum of years<br>6.2.4 Units of production<br>6.3 Accounting for depreciation in the income statement and statement of financial position<br>6.4 Impact of Depreciation on cash flow and income tax |
| 7. Prepare Inventory Records            | 7.1 Inventory accounting systems<br>7.1.1 First in, last out<br>7.1.2 Average cost<br>7.1.3 Last in, first out<br>7.1.4 Periodic inventory systems<br>7.1.5 Perpetual inventory systems<br>7.2 Valuation of inventory<br>7.3 Accounting for inventory in financial statements                                            |
| 8. Prepare Petty Cash Accounts          | 8.1 Purpose of petty cash<br>8.2 Types of petty cash books: Columnar, imprest<br>8.3 Preparation of petty cash book<br>8.4 Controls on petty cash                                                                                                                                                                        |
| 9. Reconcile Cash and Bank Accounts     | 9.1 Importance of bank reconciliations<br>9.2 Process of preparing bank reconciliations; adjustments for various items                                                                                                                                                                                                   |
| 10. Analyse Financial Statements        | 10.1 Classification of accounting ratios<br>10.2 Importance of ratio analysis<br>10.3 Computation of ratios<br>10.4 Limitations of ratio analysis are explained                                                                                                                                                          |
| 11. Use Computerised Accounting Systems | 11.1 The role of computers in preparing financial accounts<br>11.2 Application and accounting softwares in the accounting process<br>11.3 The process of generating computerised accounts benefits and challenges of computerised accounting systems                                                                     |

| Topic                                                                   | Content                                                                                                                                                                                                               |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12. Explain the Fundamentals of Financial Management                    | 12.1 The nature and scope of finance<br>12.2 The relationship between accounting and finance<br>12.3 Role of a financial manager<br>12.4 Internal and external sources of business finance                            |
| 13. Identify Types of Financial Markets and Institutions and their Role | 13.1 Types of financial markets and institutions<br>13.2 Functions of financial markets<br>13.3 The flow of funds in financial systems<br>13.4 The role of the government in financial systems                        |
| 14. Compute the Time Value of Money                                     | 14.1 The concept and relevance of time value of money<br>14.2 Discounting techniques<br>14.3 Payback period<br>14.4 Net present value<br>14.5 Internal rate of return<br>14.6 Loan amortisation schedules             |
| 15. Cost of Capital is Computed                                         | 15.1 The concept of cost of capital<br>15.2 Factors influencing the cost of capital<br>15.3 Computation of cost of capital for share capital, loan capital in small, non-complex entities                             |
| 16. The Principles of taxation are Explained                            | 16.1 Types of taxes<br>16.2 The process of computing taxes<br>16.2.1 Individual Income tax<br>16.2.2 Corporate tax<br>16.2.3 Value Added Tax<br>16.3 Tax reliefs<br>16.4 Tax remission<br>16.5 Offences and penalties |

## Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Lectures;
- Group\class presentations;
- Assignments;

- Project;
- Case studies;
- Simulation; and
- On job training.

### **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

### **Recommended Resources**

- Kenyan tax legislation including finance acts;
- Study texts; and
- East Africa Community Customs Act.

# 4. ORGANIZATIONAL THEORY AND BEHAVIOUR



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

## Unit Description

This unit seeks to provide the learner with knowledge of organisational theory and behaviour required by a Human Resource professional in both public and private sector organisations. It equips the Certified Human Resource Professional with competencies to apply the knowledge of organisational theory and behaviour in management, influence organisational culture, lead, motivate, manage work groups and teams and handle power and politics. The unit further equips the learner with competencies to enable them, manage conflict, stress, emotions, change and transformation.

## Summary of Learning Outcomes

At the end of the unit the learner should be able to:

1. Apply the knowledge of organisational theory and behavior in management;
2. Apply the knowledge of group dynamics in managing teams
3. Manage work teams in the workplace;
4. Relate the knowledge of Individual behaviour to organisational performance;
5. Evaluate impact of organisational culture and culture change on organisational performance;
6. Illustrate the role of leadership and influence in the workplace;
7. Motivate employees in the workplace;
8. Manage power, politics and conflicts in organisations;
9. Communicate effectively in the workplace;
10. Apply knowledge of emotional intelligence to manage people's emotions at work;
11. Manage Stress at work;
12. Manage change and transformation in an organization; and
13. Identify emerging issues and trends in organisational behaviour.

## Unit Topic, Content and Suggested Assessment Methods

| Topic                                                 | Content                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Organisational Theory and Behavior | 1.1 Introduction to organisation behaviour<br>1.2 Foundations and development of organisational behaviour<br>1.3 Nature of organisational behaviour<br>1.4 Theories of organisational behaviour<br>1.5 Models of organisational behaviour<br>1.6 Objectives of organisational behaviour<br>1.7 Application of organisational behaviour to hr practice<br>1.8 Organisation behaviour challenges and opportunities |
| 2. Group Dynamics                                     | 2.1 Formation of a group<br>2.2 Theories of group formation<br>2.3 Types and characteristics of groups<br>2.4 Reasons for group formation<br>2.5 Group formation stages<br>2.6 Roles in groups<br>2.7 Group decision-making<br>2.8 Intergroup relations<br>2.9 Group cohesiveness<br>2.10 Advantages and disadvantages of a group<br>2.11 Group challenges                                                       |
| 3. Work Teams                                         | 3.1 Introduction to teams<br>3.2 Reasons for team formation<br>3.3 Types of teams<br>3.4 Team leadership<br>3.5 Team effectiveness<br>3.6 Team value proposition<br>3.7 Comparative analysis of teams and groups<br>3.8 Managing teams for high performance<br>3.9 Multi agency approach of work teams<br>3.10 Challenges in teams                                                                               |

| Topic                                                  | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Individual Behaviour and Organisational Performance | 4.1 Introduction to individual behaviour<br>4.2 Theories of individual behaviour<br>4.3 Attitude<br>4.4 Influence of attitude to work performance<br>4.5 Components of attitude<br>4.6 Attitude formation<br>4.7 Work attitudes<br>4.8 Job satisfaction<br>4.9 Personality<br>4.10 Components of personality<br>4.11 Personality theories<br>4.12 Personality assessment<br>4.13 Perception<br>4.14 Factors influencing perception<br>4.15 Managing cross-cultural differences                                                                                                                                                                              |
| 5. Organisational Culture and Culture Change           | 5.1 Introduction to organisational culture<br>5.2 Principles of organisation culture<br>5.3 Characteristics of organisational culture<br>5.4 Factors that influence organisation culture<br>5.5 Components of organisational culture<br>5.6 Functions of organisational culture<br>5.7 Impact of organization culture to business results<br>5.8 Family business and organisational culture<br>5.9 Principles of culture change<br>5.10 Models of culture change<br>5.11 Causes of culture change<br>5.12 Process of culture change<br>5.13 Factors of culture change<br>5.14 Impact of culture change<br>5.15 Managing culture in mergers and acquisitions |
| 6. Leadership and Influence                            | 6.1 Introduction to leadership and influence<br>6.2 Theories of leadership<br>6.3 Leadership styles<br>6.4 Impact of leadership to organization performance<br>6.5 Principles of influence<br>6.6 Uses and misuse of influence<br>6.7 Techniques of persuasion                                                                                                                                                                                                                                                                                                                                                                                              |

| Topic                                             | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. Motivation                                     | 7.1 Introduction to motivation<br>7.2 Theories of motivation<br>7.3 Motivation models<br>7.4 Importance of motivation<br>7.5 Motivation continuum<br>7.6 Motivational dynamics<br>7.7 Challenges in motivation                                                                                                                                                                                                                                                                                                         |
| 8. Power, Politics and Conflicts in Organisations | 8.1 Introduction to power, politics and conflicts in organisations<br>8.2 Sources of power<br>8.3 Types of power<br>8.4 Uses and effects of power<br>8.5 Organisational politics<br>8.6 Effects of politics on organisational performance<br>8.7 Strategies for managing organisational politics<br>8.8 Benefits and challenges of organisational politics<br>8.9 Types, causes and levels of organisational conflict<br>8.10 Effects of conflict to organisational performance<br>8.11 Conflict management strategies |
| 9. Communication in Organisations                 | 9.1 Introduction to communication<br>9.2 Importance of effective communication in organisations<br>9.3 Principles of communication<br>9.4 Factors of effective communication<br>9.5 Models of effective communication<br>9.6 Communication strategies<br>9.7 Communication channels<br>9.8 Barriers to effective communication<br>9.9 Development of effective communications skills<br>9.10 Impact of communication on work performance<br>9.11 Communication in crisis management                                    |
| 10. Emotional intelligence                        | 10.1 Introduction to emotional intelligence<br>10.2 Emotional intelligence theories<br>10.3 Emotional intelligence skills<br>10.4 Emotional intelligence assessment<br>10.5 Application of emotional intelligence for value creation                                                                                                                                                                                                                                                                                   |

| Topic                                                                                 | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11. Stress Management                                                                 | 11.1 Introduction to stress management<br>11.2 Types of stress<br>11.3 Causes of stress<br>11.4 Stages of stress<br>11.5 Effects of stress<br>11.6 Signs of stress<br>11.7 Stress management techniques<br>11.8 Benefits and challenges of stress management                                                                                                                                                                                                                                              |
| 12. Managing Change and Transformation                                                | 12.1 Introduction to organisational change and transformation<br>12.2 Importance of change<br>12.3 Models of organisational change<br>12.4 Principles of change management<br>12.5 Change process<br>12.6 Enablers of change<br>12.7 Resistance to change<br>12.8 Managing resistance to change<br>12.9 Organisation transformation                                                                                                                                                                       |
| 13. Emerging Issues and Trends in Organisational Behaviour and their ICT Applications | 13.1 Improving peoples' skills<br>13.2 Improving quality and productivity<br>13.3 Total Quality Management (TQM)<br>13.4 Managing workforce diversity<br>13.5 Responding to globalisation<br>13.6 Empowering people<br>13.7 Coping with temporariness<br>13.8 Stimulating innovation and change<br>13.9 Emergence of e-organisation & e-commerce<br>13.10 Improving ethical behavior<br>13.11 Improving customer service<br>13.12 Helping employees balance work-life conflicts<br>13.13 Flattening world |

## Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;

- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

### **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions; and
- Third party report.

### **Recommended Resources**

- Training room;
- Learner Management System;
- Library/e-library;
- Strategic plans;
- Human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organisation policies and procedures.

# 5. EMPLOYEE RESOURCING



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Relationship to Occupational Standards

|                                             |                            |
|---------------------------------------------|----------------------------|
| This unit addresses the Unit of Competency: | Manage Employee Resourcing |
|---------------------------------------------|----------------------------|

## Unit Description

The topics in this unit are designed to equip the learner with knowledge and skills in employee resourcing, human resource planning, development of employee resourcing framework, strategic resourcing, recruitment and selection, employee retention, learning and development and management of employee separation.

The learner will be exposed to a range of theoretical and practical knowledge for critical thinking and evaluation theory and practice of overall employee resourcing function. Professional tools and techniques of employee resourcing will be discussed. The facilitator may use a blend of student-centred activities consisting of lectures, group-based learning activities, case studies, videos, group presentations and simulations to facilitate overall learning.

## Summary of Learning Outcomes for Employee Resourcing Management

At the end of the unit the learner should be able to:

1. Explain the concept of employee resourcing;
2. Carry out Human Resource planning;
3. Develop employee resourcing framework;
4. Explain the concept of strategic resourcing;
5. Recruit and Select employees; and
6. Apply employee retention strategies.

7. Apply the concept of learning and development;
8. Manage employee separation;
9. Apply the concept of labour economics; and
10. Identifying emerging trends in employee resourcing & their ICT applications.

## Topic Content and Suggested Assessment Methods

| Topic                                         | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Explain the Concept of Employee Resourcing | <ol style="list-style-type: none"> <li>1.1 Introduction to employee resourcing</li> <li>1.2 Objectives of employee resourcing</li> <li>1.3 Principles of employee resourcing</li> <li>1.4 Processes of employee resourcing</li> <li>1.5 Benefits and challenges of employee resourcing</li> </ol>                                                                                                                                                                                     |
| 2. Carry out Human Resource planning          | <ol style="list-style-type: none"> <li>2.1 Introduction to resource planning</li> <li>2.2 Objectives and importance of HR planning</li> <li>2.3 Steps in HR planning</li> <li>2.4 Organisation capability and capacity for human resource planning</li> <li>2.5 HR dashboard</li> <li>2.6 Competing for talent</li> <li>2.7 Challenges in HR planning</li> </ol>                                                                                                                      |
| 3. Develop Employee Resourcing Framework      | <ol style="list-style-type: none"> <li>3.1 Introduction to employee resourcing Framework</li> <li>3.2 Employee resources needs</li> <li>3.3 Resourcing priorities</li> <li>3.4 Employee resourcing structure</li> <li>3.5 Employee resourcing process</li> <li>3.6 Challenges in employee resourcing</li> </ol>                                                                                                                                                                       |
| 4. Apply the Concept of Strategic Resourcing  | <ol style="list-style-type: none"> <li>4.1 Introduction to human resourcing strategy</li> <li>4.2 Relationship between employee resourcing, productivity and performance</li> <li>4.3 Objectives of HR resourcing strategy</li> <li>4.4 Components of HR resourcing strategy</li> <li>4.5 Strategic Initiatives in human resources resourcing</li> <li>4.6 Principles of strategic human resources resourcing</li> <li>4.7 Outsourcing the function of employee resourcing</li> </ol> |

| Topic                                              | Content                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Recruit and Select                              | 5.1 Introduction to recruitment and selection<br>5.2 Difference between recruitment and selection<br>5.3 Various roles in recruitment and selection<br>5.4 Building competitive advantage through recruitment and selection<br>5.5 Important steps in recruitment and selection<br>5.6 Methods of selection<br>5.7 Challenges in recruitment and selection<br>5.8 Evaluation of recruitment and selection process |
| 6. Explain the Concept of Employee Retention       | 6.1 Introduction to employee retention<br>6.2 Causes of labour turnover<br>6.3 Employee retention strategies<br>6.4 Benefits and challenges of employee retention<br>6.5 Talent retention strategy<br>6.6 Value of talent retention<br>6.7 Career management                                                                                                                                                      |
| 7. Explain the concept of Learning and Development | 7.1 Introduction to learning and development<br>7.2 The role of learning and development in resourcing<br>7.3 Measurement of learning and development<br>7.4 Learning and development process<br>7.5 Benefits and challenges of learning and Development in resourcing<br>7.6 Overcoming the challenges in the learning and development                                                                           |
| 8. Manage Employee Separation                      | 8.1 Introduction to employee separation<br>8.2 Types of employee separation<br>8.3 Causes of employee separation<br>8.4 Employee separation process<br>8.5 Documentation in employee separation<br>8.6 Benefits and challenges of employee separation<br>8.7 Exit interview<br>8.8 Factors of involuntary separation<br>8.9 Employee separation risks                                                             |

| Topic                                                                                  | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. Apply the Concept of Labour Economics                                               | 9.1 Overview of labour economics & markets<br>9.2 Structure of the labour market<br>9.3 Labour supply<br>9.4 Labour demand<br>9.5 Labour market equilibrium<br>9.6 Compensating wage differentials<br>9.7 Education/human capital<br>9.8 Labour mobility<br>9.9 Demand and supply of labour in the Labour market<br>9.10 Factors influencing labour productivity<br>9.11 Measures to improve labour productivity<br>9.12 Measures to control labour cost.<br>9.13 Role of firms, workers and government in the economy. |
| 10. Emerging trends in Employee Resourcing & Application of ICT in Employee resourcing |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

### Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Lectures;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources**

- Strategic plans;
- Human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organisation policies and procedures.

# 6. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEMS



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

## Unit Description

This unit equips learners with competencies that will enable the Certified Human Resource Professional to be able to apply the information management theory and various Information systems in organisations; more specifically the Human Resource Information Systems (HRIS). The learner will develop competencies to identify system needs, demonstrate the concept of system design, implement a system, make decisions, explain the concepts of database management, information systems architecture, explain the types of HRIS, illustrate the concept of HRIS data and information management, ensure security of HRIS data, perform HRIS audit, review existing package solutions, demonstrate legal and ethical issues in management information systems, identify emerging issues and trends in management information systems.

## Summary of Learning Outcomes

At the end of this unit the trainee should be able to:

1. Apply information management theory;
2. Describe the information systems in organisations;
3. Apply Human Resource Information Systems in the workplace;
4. Identify system needs in the workplace;
5. Explain the concept of system design in business;
6. Implement management systems in business;
7. Use management information systems in decision making;
8. Elucidate the concept of database management in business;
9. Demonstrate the concept of information systems; and architecture in the workplace.

10. Explain types of HRIS for business;
11. Develop HRIS Data and manage information in the workplace;
12. Assess security of HRIS data within the business;
13. Perform HRIS Audit in the workplace;
14. Review existing package solutions in business;
15. Apply legal and ethical laws in Management Information Systems; and
16. Identify emerging issues and trends in Management Information Systems.

## Topic, Content and Suggested Assessment Methods

| Topic                                       | Content                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Information Management Theory & Practice | 1.1 Introduction to information management theory<br>1.2 Information management concepts<br>1.3 Information management theories<br>1.4 Purpose of information management<br>1.5 Information management process<br>1.6 Information management tools<br>1.7 Information management strategies<br>1.8 Benefits and challenges in information management                                                           |
| 2. Information Systems in Organisations     | 2.1 Introduction to information systems<br>2.2 Importance of information systems<br>2.3 Types of information systems<br>2.4 Features/components of information Management systems<br>2.5 Roles and responsibilities of information System users<br>2.6 Business processes and their relationship to information systems                                                                                        |
| 3. Human Resource Information Systems       | 3.1 Introduction to human resources information systems<br>3.2 Role of HRIS in human resources management<br>3.3 Capabilities of HRIS<br>3.4 HRIS - System, model and application<br>3.5 Transforming human resources functions through HRIS<br>3.6 HRIS implementation: The Who, the What, then When, the Why and the How<br>3.7 HRIS and continual learning<br>3.9 Impact of HRIS on organisation efficiency |

| Topic                          | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. System Needs Identification | 4.1 Introduction to systems needs identification<br>4.2 Process of systems needs identification<br>4.3 Systems needs analysis<br>4.4 Strategies for determining needs<br>4.5 User identification<br>4.6 User needs assessment<br>4.7 Needs classification<br>4.8 Needs prioritisation<br>4.9 Business processes mapping                                                                                                                                                                            |
| 5. System Design               | 5.1 Introduction to system design<br>5.2 Design methodologies<br>5.3 Steps in system design<br>5.4 Key considerations in system design<br>5.5 System usability<br>5.6 Graphical design<br>5.7 Analytical design<br>5.8 Challenges in system design                                                                                                                                                                                                                                                 |
| 6. System Implementation       | 6.1 Introduction to information systems implementation<br>6.2 Information system implementation plan<br>6.3 Information system implementation stages<br>6.4 Information system implementation process<br>6.5 Information system implementation strategies<br>6.6 Information system implementation methods<br>6.7 Monitoring and evaluation<br>6.8 Information system implementation challenges<br>6.9 Overcoming implementation challenges<br>6.10 Benefits of information systems implementation |
| 7. Decision Making             | 7.1 Introduction to decision making<br>7.2 Process of rational decision making and problem solving<br>7.3 Role of management information system in Decision making<br>7.4 Decision support systems<br>7.5 Satisfying decision-making<br>7.6 Evolutionary decision-making and problem-solving<br>7.7 Fair administrative action<br>7.8 Benefits and challenges in decision-making                                                                                                                   |

| Topic                               | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8. Database Management              | 8.1 Introduction to database management<br>8.2 Database management system<br>8.3 Types of databases<br>8.4 Models of database management systems<br>8.5 Database management tools<br>8.6 Characteristics of database management system<br>8.7 Users of database management system<br>8.8 Role of database management in decision making<br>8.9 Regulatory framework on data management and protection<br>8.10 Benefits and challenges of database management system                                                                                                                                                               |
| 9. Information Systems Architecture | 9.1 Introduction to information systems architecture<br>9.2 Evolution of information systems architecture<br>9.3 Types of information systems architecture<br>9.4 Steps in developing an Information systems architecture<br>9.5 Information systems architecture strategy<br>9.6 Importance of information systems architecture<br>9.7 The layers of information systems architecture<br>9.8 Importance of layered architecture<br>9.9 Information systems infrastructure architecture<br>9.10 Benefits and challenges of information systems architecture<br>9.11 Overcoming the challenges of information systems architecture |

| Topic                                                      | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. Types of HRIS                                          | 10.1 Introduction to HRIS types<br>10.2 Different HRIS solutions<br>10.3 Applicant tracking system<br>10.4 Payroll<br>10.5 Benefits<br>10.6 Attendance<br>10.7 Learning and development<br>10.8 Performance management<br>10.9 Employee data analytics<br>10.10 Succession management<br>10.11 Employee self-service<br>10.12 HRIS tools<br>10.13 Benefits and challenges of HRIS<br>10.14 Overcoming HRIS challenges<br>10.15 Emerging issues in HRIS                                                                                                               |
| 11. HRIS Data and Information Management in the Work Place | 11.1 Introduction HRIS data and information management<br>11.2 Role of HRIS data in human resources management<br>11.3 Components of HRIS database<br>11.4 Data sources for HRIS<br>11.5 Data management in HRIS<br>11.6 Importance of HRIS data management<br>11.7 Factors to consider in selecting HRIS database<br>11.8 Features of HRIS database<br>11.9 Benefits and challenges in HRIS data and information management<br>11.10 Overcoming the challenges in HRIS data and information management<br>11.11 Emerging issues in HRIS installation and management |

| Topic                                                            | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12. Data and Information Security in HRIS within an Organisation | 12.1 Introduction to data security in HRIS<br>12.2 Keeping data secure during implementation of HRIS<br>12.3 HRIS data entry<br>12.4 Objectives of data and information security in HRIS<br>12.5 Skills required in HRIS data security<br>12.6 HRIS installation process<br>12.7 Data security threats<br>12.8 Principles of using mobile HRIS applications<br>12.9 Benefits and challenges in data and information security in HRIS<br>12.10 Overcoming the challenges in data and information security in HRIS |
| 13. HRIS Audit                                                   | 13.1 Introduction to HRIS auditing<br>13.2 Meaning, features and objectives of HRIS audit<br>13.3 HRIS auditing process<br>13.4 Steps in HRIS audit<br>13.5 Records in HRIS<br>13.6 HRIS research<br>13.7 Benefits and challenges in HRIS auditing<br>13.8 Overcoming the challenges in HRIS auditing<br>13.9 Trends in HRIS auditing                                                                                                                                                                            |
| 14. Reviewing existing package solutions                         | 14.1 Introduction to existing package solutions<br>14.2 Benefits of reviewing existing package solutions in HRIS<br>14.3 Selecting and successfully installing HRIS package solutions<br>14.4 Benefits and challenges of package solutions in HRIS<br>14.5 Overcoming the challenges of package solutions in HRIS<br>14.6 Trends in HRIS package solutions                                                                                                                                                       |

| Topic                                                            | Content                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15. Legal and Ethical Issues in Management Information Systems   | 15.1 Introduction to legal and ethical issues in management Information systems<br>15.2 Personal privacy<br>15.3 Access right<br>15.4 Harmful actions<br>15.5 Patents<br>15.6 Copyright<br>15.7 Trade secrets<br>15.8 Liability<br>15.9 Legal and ethical issues in information technology<br>15.10 ICT moral responsibilities<br>15.11 Benefits and challenges of ICT |
| 16. Emerging Issues and Trends in Management Information Systems |                                                                                                                                                                                                                                                                                                                                                                        |

### Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

### Suggested Assessment Methods

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## Recommended Resources

- Strategic plans;
- Human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organization policies and procedures.

# 7. COMPENSATION AND REWARD MANAGEMENT



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

This unit seeks to provide the learner with knowledge of employee compensation and rewards required by human resource professionals in both public and private sector organisations. It equips the Certified Human Resource Professional with competencies to evaluate the various compensation, reward and incentive systems, apply the concept of total compensation and reward policy, develop and implement compensation strategies, evaluate the various employee benefits and pension schemes, develop and implement a reward system for special groups, administer salary and rewards, link performance and rewards, conduct job evaluation, job grading, market rates analysis and salary survey, tax planning, apply the legal framework on compensation and rewards and identify emerging issues and trends in compensation and reward systems.

## Summary of Learning Outcomes

At the end of the unit the learner should be able to:

1. Evaluate the various compensation, reward and incentive systems for an employee;
2. Apply total compensation and reward policy in the workplace;
3. Develop and implement compensation strategies in an organisation;
4. Evaluate the benefits and pension schemes for an employee;
5. Develop and implement a reward system for special groups;
6. Administer salary and rewards systems at the workplace;
7. Link rewards to performance;
8. Conduct job evaluation and job grading of employees;
9. Conduct market rates analysis and salary survey for an organisation;

10. Conduct tax planning for an organisation;
11. Apply the legal framework on compensation and reward; and
12. Identify emerging issues and trends in compensation & reward systems& ICT applications.

## Unit Topic Content and Suggested Assessment Method.

| Topic                                         | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Compensation, reward and incentive systems | <ol style="list-style-type: none"> <li>1.1 Introduction to compensation, reward and incentive systems</li> <li>1.2 Distinction between compensation, reward and incentive</li> <li>1.3 Objectives of compensation, reward and incentive programs</li> <li>1.4 Designing and managing compensation, reward and incentive programs</li> <li>1.5 Types of compensation, reward and incentives</li> <li>1.6 Benefits and challenges of compensation, reward and incentive systems</li> <li>1.7 Overcoming the challenges of compensation, reward &amp; incentive systems</li> </ol> |
| 2. Total Compensation and Reward Policy       | <ol style="list-style-type: none"> <li>2.1 Introduction to total compensation and reward</li> <li>2.2 Concepts and elements of compensation</li> <li>2.3 Components of total rewards</li> <li>2.4 Types of compensation</li> <li>2.5 Compensation policy</li> <li>2.6 Benefits and challenges of compensation policy</li> </ol>                                                                                                                                                                                                                                                 |
| 3. Compensation Strategies                    | <ol style="list-style-type: none"> <li>3.1 Introduction to compensation strategies</li> <li>3.2 Performance based strategy</li> <li>3.3 Compensation and pay equity</li> <li>3.4 Determinants of performance based pay</li> <li>3.5 Merit and demerits of performance based pay</li> <li>3.6 Developing a compensation strategy system</li> <li>3.7 Compensation documentation</li> <li>3.8 Gross pay and net pay</li> <li>3.9 Compensation categories</li> <li>3.10 Incentives</li> <li>3.11 Team pay</li> </ol>                                                               |

| Topic                                    | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          | 3.12 Bonus schemes<br>3.13 Profit sharing schemes<br>3.14 Recognition schemes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 4. Employee Benefits and Pension Schemes | 4.1 Types of employee benefits and pension schemes<br>4.2 Employee benefits policy<br>4.3 Employee benefits administration<br>4.4 Flexible benefits<br>4.5 Retirement benefit schemes - types and legal framework                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 5. Rewarding Special Groups              | 5.1 Rewarding directors and senior executives<br>5.2 Rewarding sales and customer care staff<br>5.3 Rewarding the knowledge worker<br>5.4 Rewarding expatriates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 6. Salary and Rewards Administration     | 6.1 Introduction to salary and rewards administration<br>6.2 Preparation of salary budgets<br>6.3 General and individual salary reviews<br>6.4 Determining salary levels on joining or promotion<br>6.5 Instituting salary control                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 7. Performance Management                | 7.1 Introduction to performance management<br>7.2 Importance of performance management<br>7.3 Relationship between compensation and reward<br>7.4 Linking compensation and reward to performance<br>7.5 Employees performance, compensation and reward metrics<br>7.6 Performance appraisal<br>7.7 Factors of performance management<br>7.8 Benefits and challenges in performance management<br>7.9 Employee experience in performance management process<br>7.10 Employee analytics<br>7.11 Individualised employee support<br>7.12 Strategies for work teams innovation and productivity<br>7.13 Rethinking job roles, duties, responsibilities and accountability for results<br>7.14 Emerging issues in performance management |

| Topic                                                                                      | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8. Job Evaluation, Grading and Equity in the Pay Structure                                 | 8.1 Introduction to job evaluation<br>8.2 Objectives of job evaluation<br>8.3 Job evaluation methods<br>8.4 Components of job evaluation<br>8.5 Types of job evaluation<br>8.6 Job evaluation steering teams<br>8.7 Job evaluation process<br>8.8 Job grading, equal pay and human rights<br>8.9 Determinants of job grading<br>8.10 Compensable factors in job evaluation<br>8.11 Determinants of pay equity<br>8.12 Benefits and challenges of job evaluation<br>8.13 Overcoming the challenges of job evaluation |
| 9. Market Rates Analysis and Salary Survey                                                 | 9.1 Introduction to market rate analysis<br>9.2 The concept of a market rate<br>9.3 Objectives of market rate analysis<br>9.4 Factors affecting the validity and reliability of market rate data<br>9.5 Job matching<br>9.6 Sources of data<br>9.7 Using survey data<br>9.8 Objectives of salary survey<br>9.9 Types of salary surveys<br>9.10 Types of data gathered<br>9.11 Salary survey strategy                                                                                                                |
| 10. Tax Planning                                                                           | 10.1 Introduction to tax planning<br>10.2 Corporate and individual tax planning<br>10.3 Tax planning strategies<br>10.4 Categories of taxes<br>10.5 Tax computation                                                                                                                                                                                                                                                                                                                                                 |
| 11. Legal Framework on Compensation and Reward                                             | 11.1 The constitution<br>11.2 Legislation on minimum wage<br>11.3 Regulatory framework on compensation and reward management in the public sector<br>11.4 Employment Act 2007<br>11.5 ILO Conventions                                                                                                                                                                                                                                                                                                               |
| 12. Emerging Issues and Trends in Compensation & Reward Systems and their ICT Applications | 12.1 Employee experience<br>12.2 Remunerating millennials<br>12.3 Managing productivity and rewards for staff working from home<br>12.4 Skills based pay                                                                                                                                                                                                                                                                                                                                                            |

## **Suggested Delivery Methods**

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Written tests;
- Observation;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources**

- Training Room;
- Learner Management System;
- Library/e-library;
- Strategic plans;
- human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organization policies and procedures.

# 8. EMPLOYEE RELATIONS AND LABOUR LAWS



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

## Unit Description

This unit equips the learner with the knowledge, skills and competencies that will enable the Certified Human Resource Professional to understand and apply the labour laws and to effectively manage employee relations at the workplace. This unit will cover the understanding of the various labour legislations, the nature and role of employee relations, framework of industrial relations in Kenya, the concept of trade unions and trade unionism, managing employee welfare, managing employee safety and health, demonstrating the nature of collective bargaining agreements, understanding the nature of joint consultation and employee participation, handle grievances and disputes, application of the ILO conventions and recommendations in managing labour relations as well as identifying emerging issues and trends in employee relations

## Summary of Learning Outcomes

At the end of the unit the trainee should be able to:

1. Identify and apply the labour legislations in Kenya;
2. Demonstrate the nature and role of employee relations;
3. Demonstrate the framework of industrial relations in Kenya;
4. Assess the concept of trade unions and trade unionism;
5. Manage employee welfare;
6. Manage employee safety and health;
7. Demonstrate the nature of Collective bargaining in managing labour relations;
8. Demonstrate the nature of Joint consultation and employee participation;

9. Handle grievances and disputes at the workplace;
10. Apply the ILO conventions and recommendations in managing labour relations; and
11. Identify emerging issues and trends in Labour laws and employee relations.

## Unit Topic Content and Suggested Assessment Methods.

| Topic                                         | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Nature and Role of Employee Relations      | <ol style="list-style-type: none"> <li>1.1 Meaning, scope and importance of employee relations</li> <li>1.2 Difference between industrial and employee relations</li> <li>1.3 Objectives of employee relations</li> <li>1.4 Functions of employee relations</li> <li>1.5 Employee relations framework in an organization</li> <li>1.6 Employee relations theories</li> <li>1.7 Changing nature of employee relations</li> <li>1.8 Pillars of employee relations</li> <li>1.9 Managing employee relations and workplace conflict</li> <li>1.10 Benefits and challenges in employee relations</li> <li>1.11 State of employment relationships in Kenya</li> </ol>                            |
| 2. Framework of Industrial Relations in Kenya | <ol style="list-style-type: none"> <li>2.1 Introduction to industrial relations</li> <li>2.2 History of industrial relations in Kenya</li> <li>2.3 Theories of industrial relations</li> <li>2.4 Principles of industrial relations</li> <li>2.5 ILO conventions on industrial relations</li> <li>2.6 The tripartite factor in industrial relations</li> <li>2.7 Industrial relations analysis framework</li> <li>2.8 Industrial relations and industrial action</li> <li>2.9 Industrial relations in times of change and transformation</li> <li>2.10 Impact of industrial relations to organization performance</li> <li>2.11 Benefits and challenges of industrial relations</li> </ol> |

| Topic                              | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Trade Unions and Trade Unionism | 3.1 Introduction and definition of terms<br>3.2 Objectives of trade unions<br>3.3 Origin and development of trade unions<br>3.4 Role of trade unions in industrial relations<br>3.5 The changing role of trade unions<br>3.6 Registration of a trade union<br>3.7 Membership to a trade union<br>3.8 Recognition agreement<br>3.9 Trade union dues and agency fees<br>3.10 Employee and employer rights and obligations<br>3.11 Federations of trade unions                                                                                                                                                                                                                                                                                         |
| 4. Employee Welfare                | 4.1 Introduction to employee welfare<br>4.2 Objectives of employee welfare<br>4.3 Establishment of welfare schemes<br>4.4 Employee welfare policy and procedures<br>4.5 Advantages and challenges of welfare schemes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 5. Employee Safety and Health      | 5.1 Introduction to occupational safety and health of employees and visitors in the organization<br>5.2 Legal framework on occupational safety and health<br>5.3 Occupational safety and health policy, Procedures and guidelines<br>5.4 Personal protective equipment and Appropriate use<br>5.5 Occupational safety and health records<br>5.6 Occupational safety and health committee<br>5.7 Compliance with occupational safety and health guidelines<br>5.8 Factors of occupational safety and health in the work place<br>5.9 Benefits and challenges of occupational safety and health at work<br>5.10 Overcoming the challenges of occupational safety and health at work<br>5.11 Emerging issues of occupational safety and health at work |

| Topic                                             | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Collective Bargaining Agreements               | 6.1 Introduction collective bargaining agreement<br>6.2 Collective bargaining process<br>6.3 Preparation of initial proposal<br>6.4 Employer counter proposal<br>6.5 Negotiation and consultation<br>6.6 Settlement and signing collective bargaining agreement<br>6.7 Registering CBA<br>6.8 Employment and labour relations court<br>6.9 Role of federation of trade unions<br>6.10 Collective bargaining with multiple unions<br>6.11 Bargaining parties<br>6.12 Negotiating skills<br>6.13 Benefits and challenges of collective bargaining agreements |
| 7. Joint Consultations and Employee Participation | 7.1 Introduction to management and employee joint consultative engagement<br>7.2 Types of joint consultative engagements<br>7.3 Inviting employees to participate directly or through proxy<br>7.4 Establishment of a joint industrial council<br>7.5 The history of joint industrial council<br>7.6 Nature of joint consultation<br>7.7 Role of a joint industrial council<br>7.8 Principles of a joint industrial council<br>7.9 Employee and management participation<br>7.10 Benefits and challenges of joint consultation                             |
| 8. Grievance and Dispute Handling Machinery       | 7.1 The meaning and nature of grievances and disputes<br>7.2 Sources of industrial dispute<br>7.3 Sources of grievance<br>7.4 Disciplinary action for misdemeanor<br>7.5 Grievance and dispute handling procedures<br>7.6 Appeals<br>7.7 Litigation and alternative dispute resolution mechanisms<br>7.8 Role of employment and labour relations court<br>7.9 Reintegration of employees post disciplinary decision                                                                                                                                        |

| Topic                                                                                         | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. ILO Conventions and Recommendations                                                        | 9.1 Introduction to fundamental principles and rights at work<br>9.2 ILO Conventions related to the fundamental principles and rights at work<br>9.3 Freedom of association and effective recognition of the right to collective bargaining<br>9.4 Recommendations adopted by ILO<br>9.5 Objectives of ILO<br>9.6 International labour standards on Occupational safety<br>9.7 Labour conventions and Recommendations<br>9.8 Publications on international labour standards<br>9.9 International labour standards on employment policy<br>9.10 ILO conventions and protocols<br>9.11 ILO legal instruments |
| 10. Relevant Labour Legislations in Kenya                                                     | 10.1 Introduction to Kenya's national labour profile<br>10.2 Employment and labour law in Kenya<br>10.3 Labour rights legal framework in Kenya<br>10.4 Labour laws in Kenya<br>10.5 Labour legislation in Kenya<br>10.6 Purpose of labour legislation<br>10.7 Importance of legislation for places of work<br>10.8 Labour laws and regulatory practices in Kenya<br>10.9 The Kenyan worker and the law<br>10.10 Proposed changes in employment act 2007                                                                                                                                                    |
| 11. Emerging Issues and Trends in Labour Laws & Employee Relations and their ICT Applications |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## **Suggested Delivery methods**

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Lectures;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources**

- Strategic plans;
- human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organization policies and procedures.

# 9. HUMAN RESOURCE DEVELOPMENT



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

Human Resource Development (HRD) Unit is designed to equip the learner with human resource development knowledge, skills and attitude required by a professional Human Resource Officer (HRO) in both public and private sector institutions. The Unit equips the Certified Human Resource Professional trainee with the knowledge and competencies needed to apply human resource development. Specifically, the trainee will be able to explain human resource development and employee career growth, identify and apply psychology of learning, conduct training needs assessment, calculate the cost-benefit analysis of training and development, identify learning and development approaches and techniques, identify and apply methods of coaching and mentoring, apply employee training and development methods, plan and conduct training programs, measure the impact of training programs, develop and implement employee career growth and succession management in the workplace, create a learning organization for continuously improved performance, plan and implement organisational and executive development programs, use artificial intelligence to identify the future roles of human resource, prepare and conduct an e-learning program and identify emerging issues and trends in human resource development

## Summary of Learning Outcomes

By the end of this unit the trainee should be able to:

1. Explain human resource development and employee career growth;
2. Identify and apply psychology of learning in the workplace;
3. Conduct training needs assessment in organisations;
4. Identify and apply learning and development approaches and techniques;

5. Apply training and development methods for employees;
6. Conduct cost-benefit analysis of training and development;
7. Design and implement learning and development programmes in the workplace;
8. Measure and evaluate the impact of training programmes;
9. Develop and implement employee career development and succession management in the workplace;
10. Identify characteristics and needs of a learning organisation for increased productivity;
11. Create a learning organisation for continuously improved performance;
12. Plan and implement organisational and executive development programmes in the workplace;
13. Use artificial intelligence to identify the future of human resource in the workplace; and
14. Identify emerging issues and trends in learning, organisational development and human resource development in the workplace and globally.

## Unit Topic, Content and Suggested Assessment Methods

| Topic                                                                    | Content                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Human Resource Development and Employee Career Growth | 1.1 Introduction to human resource development and employee career growth<br>1.2 Introduction to training and development<br>1.3 Objectives of employee training and development<br>1.4 Benefits and challenges of training and development<br>1.5 Distinction between employee training and development<br>1.6 Role of employee training and development in job enrichment<br>1.7 Role of employee training and development in job restructuring |

| Topic                                                 | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                       | 1.8 Impact of training and development on employee retention<br>1.9 Training models<br>1.10 Training philosophy<br>1.11 Legal framework for training and development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2. Psychology of learning                             | 2.1 Introduction to psychology of learning<br>2.2 Theories of learning<br>2.3 Learner characteristics<br>2.4 The learning process<br>2.5 The learning situation<br>2.6 Evaluation of learning performance<br>2.7 Characteristics of an effective trainer<br>2.8 Principles of adult learning<br>2.9 Challenges in learning                                                                                                                                                                                                                                                                                                                                                                                      |
| 3. Learning and Development Approaches and Techniques | 3.1 Differentiating between employee learning, training and development<br>3.2 Introduction to training and development methods<br>3.3 On-the-job Training (OJT) Methods<br>3.3.1 Job rotation<br>3.3.2 Coaching<br>3.3.3 Mentoring<br>3.3.4 Job instructions<br>3.3.5 Committee assignments<br>3.3.6 Internship training<br>3.4 Advantages and disadvantages of on-the-job training methods<br>3.5 Off-the-job Methods<br>3.5.1 Case study method<br>3.5.2 Incident method<br>3.5.3 Role play<br>3.5.4 In-basket method<br>3.5.5 Business games<br>3.5.6 Grid training<br>3.5.7 Simulation<br>3.5.8 Management education 3.5.9 Conferences<br>3.6 Advantages and disadvantages of off-the-job training methods |

| Topic                                                             | Content                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Cost-benefit Analysis of Training and Development              | 4.1 Introduction to cost benefit analysis in training and development<br>4.2 Objectives of cost benefit analysis<br>4.3 Cost benefit analysis steps<br>4.4 Techniques of cost benefit analysis<br>4.5 Types of cost benefit analysis<br>4.6 Models of cost benefit analysis<br>4.7 Benefits and challenges of cost benefit analysis<br>4.8 Development of a training budget                                                               |
| 5. Designing and Implementing Learning and Development Programmes | 5.1 Introduction to designing and implementing learning and development programmes<br>5.2 Formulating training policy<br>5.3 Training needs assessment and analysis<br>5.4 Specification of training objectives<br>5.5 Developing training programs<br>5.6 Talent development<br>5.7 Types of training programs<br>5.8 Implementation of the training program<br>5.9 Challenges in developing and implementing training programs          |
| 6. Measuring and evaluating the impact of training programs       | 6.1 Introduction to impact and evaluation of training programs<br>6.2 Objectives of measuring impact of training programs<br>6.3 Technique of measuring the impact of training program<br>6.4 Strategies to maximise and measure the impact of training<br>6.5 Levels of measurement<br>6.6 Measuring training effectiveness<br>6.7 Evaluation of training program<br>6.8 Measurement of return on investment of training and development |

| Topic                                                    | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. Employee Career Development and Succession Management | 7.1 Introduction to employee career development<br>7.2 Objectives of employee career development<br>7.3 Factors in employee career development<br>7.4 Developmental assessment (e.g. 360s)<br>7.5 Employee career development planning<br>7.6 Implementing career development plans and succession management<br>7.7 Monitoring and evaluation of employee career development<br>7.8 Career coaching and mentoring<br>7.9 Benefits and challenges in employee career development |
| 8. Learning Organisation                                 | 8.1 Introduction to learning organisations; difference between learning organisation and organisational learning<br>8.2 Characteristics of a learning organization<br>8.3 Scope of a learning organization<br>8.4 Building a learning organization<br>8.5 Traits of a learning organization<br>8.6 Embracing e-learning in learning organisations<br>8.7 Benefits and challenges of a learning organisation                                                                      |
| 9. Executive Development                                 | 9.1 Introduction to executive development<br>9.2 Objectives of executive development<br>9.3 Methods of executive development<br>9.4 Principles of executive development<br>9.5 Levels of executive development<br>9.6 Process of executive development<br>9.7 Benefits and challenges in executive development<br>9.8 Requisites for successful executive development<br>9.9 Evaluation of executive development program                                                         |

| Topic                                                                                 | Content                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. Artificial Intelligence and The Future of Human Resource (HR) Roles               | 10.1 Introduction to artificial intelligence (AI) in Human Resource (HR) roles<br>10.2 Application of AI in human resources management<br>10.3 Impact of AI in human resources management<br>10.4 AI and automation in HR functions<br>10.5 Benefits and challenges of AI in human resources management<br>10.6 Overcoming the challenges of AI in human resources management |
| 11. E-learning                                                                        | 11.1 Introduction to e-learning<br>11.2 The history of e-learning<br>11.3 Principles of e-learning<br>11.4 Types of e-learning training<br>11.5 Methods of e-learning<br>11.6 Benefits of e-learning<br>11.7 Choosing an e-learning platform<br>11.8 Limitations of e-learning                                                                                                |
| 12. Emerging Issues and Trends in Human Resource Development & their ICT Applications | 12.1 Identifying emerging issues and trends in learning and development<br>12.2 Mitigating emerging issues and trends in learning and development                                                                                                                                                                                                                             |

## Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources for Twenty Five (25) Trainees**

- Strategic plans (25 copies);
- human resource policies (25 copies);
- Guidelines and regulations (25 copies);
- Work plans /work programmes and schedules (25 copies); and
- Organization policies and procedures (25 copies).

# 10. PERFORMANCE MANAGEMENT AND PRODUCTIVITY



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

## Unit Description

This unit comprises of competencies that will enable the Certified Human Resource Professional to be able to analyse the concept of performance management, identify the elements of performance management, apply the methods, tools and models of performance management evaluate the performance management theories and application in the work place performance management, appraise employees describe the performance management process and strategies, measure and evaluate performance analyse the concept employee engagement and empowerment and the impact of performance management to employee development, develop and apply reward systems in performance management and manage team performance.

## Summary of Learning Outcomes

At the end of the unit the trainee should be able to:

1. Analyse the concept of performance management;
2. Identify the elements of performance management;
3. Apply the methods, tools and models of performance management;
4. Evaluate the performance Management Theories and Application in the Work Place Performance Management;
5. Appraise employees;
6. Describe the performance management process;
7. Analyse the performance management strategies; and
8. Measure and evaluate performance.

9. Analyse the concept employee engagement and empowerment;
10. Assess the impact of performance management;  
to employee development;
11. Develop and apply Reward systems in performance management; and
12. Manage team performance.

### Unit Topic Content and Suggested Assessment Methods.

| Topic                                     | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Performance Management | 1.1 Definitions of performance management<br>1.2 Aims and objectives of performance management<br>1.3 History of performance management<br>1.4 Steps of performance management<br>1.5 Principles of performance management<br>1.6 Factors of performance management<br>1.7 Performance management characteristics<br>1.8 Performance management scope<br>1.9 Benefits and challenges of performance management<br>1.10 Overcoming the challenges of performance management |
| 2. Elements of Performance Management     | 2.1 Inputs and outputs<br>2.2 Outcomes<br>2.3 Process<br>2.4 Planning<br>2.5 Measures<br>2.6 Continual improvement<br>2.7 Continual competencies development<br>2.8 Communication<br>2.9 Stakeholder recognition and engagement<br>2.10 Equity and fairness                                                                                                                                                                                                                |

| Topic                                                                                       | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Methods, Tools and Models of Performance Management                                      | 3.1 Graphic rating scales<br>3.2 Management by objectives<br>3.3 Management by walking around<br>3.4 Forced ranking<br>3.5 Performance appraisals<br>3.6 Productivity tests<br>3.7 360 degrees' feedback<br>3.8 Balanced score card<br>3.9 Performance pyramid<br>3.10 Fitzgerald and Moon's building block model<br>3.11 Performance prism<br>3.12 Determining performance measures<br>3.13 Linkage between performance management and organisation competitiveness<br>3.14 Performance measures |
| 4. Performance Management Theories and Application In the Work Place Performance Management | 4.1 Introduction to theories and approaches of performance management<br>4.2 Goal setting theory<br>4.3 Systems theory<br>4.4 Expectance theory<br>4.5 Duo-factor theory<br>4.6 The comparative approach<br>4.7 The attribute approach<br>4.8 The behavioral approach<br>4.9 The quality approach<br>4.10 Results approach<br>4.11 Merits and demerits of the different approaches                                                                                                                |
| 5. Performance Appraisal                                                                    | 5.1. Introduction to performance appraisal<br>5.2. Differentiating performance appraisal, review and performance assessment<br>5.3. Objectives of performance appraisal<br>5.4. Appraisal methods<br>5.5. Appraisal forms<br>5.6. Appraisal responsibilities<br>5.7. Appraisal interviews<br>5.8. Performance feedback<br>5.9. Benefits and challenges in performance appraisal<br>5.10. Overcoming the challenges                                                                                |

| Topic                                     | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Performance Management Process         | 6.1. Introduction to performance management process<br>6.2. The planning phase<br>6.3. Assignment phase<br>6.4. Execution phase<br>6.5. Assessment phase<br>6.6. Reviewing phase<br>6.7. Performance contracting renewal                                                                                                                                                                                                                                                                      |
| 7. Performance Management Strategies      | 7.1. Setting performance goals and targets<br>7.2. Establishment of key performance indicators<br>7.3. Determining performance measures<br>7.4. Delegation<br>7.5. Coaching<br>7.6. Mentoring<br>7.7. Performance gap analysis and feedback<br>7.8. Performance review meetings<br>7.9. Training and development<br>7.10. Recognition and reward                                                                                                                                              |
| 8. Performance Measurement and Evaluation | 8.1. Introduction to performance measurement and evaluation<br>8.2. Objectives of performance measurement and evaluation<br>8.3. Principles of performance measurement and evaluation<br>8.4. Philosophy of measuring HR<br>8.5. Measurement framework<br>8.6. Categories of potential measures<br>8.7. Challenges in performance measurement and evaluation                                                                                                                                  |
| 9. Employee Engagement and Empowerment    | 9.1. Introduction to employee commitment, engagement and empowerment<br>9.2. Distinction between employee commitment and engagement<br>9.3. Objectives of employee engagement and empowerment<br>9.4. Principles of employee engagement and empowerment<br>9.5. Components of employee engagement and empowerment<br>9.6. Responsibilities in employee Engagement<br>9.7. Theories of employee engagement and empowerment<br>9.8. Engagement framework<br>9.9. Levels of employee empowerment |

| Topic                                                                      | Content                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                            | 9.10 Process of employee empowerment<br>9.11 Benefits of employee engagement and empowerment<br>9.12 Engagement and empowerment Strategies<br>9.13 Enablers of employee engagement and empowerment<br>9.14 Impact of social media on employee engagement<br>9.15 Trends in employee engagement and empowerment<br>9.16 Measurement of employee engagement                                                               |
| 10. Impact of Performance Management to Employee Development               | 10.1 Introduction to employee development<br>10.2 Objectives of employee development plans<br>10.3 The criteria of setting challenging goals in performance management<br>10.4 Employee development planning process<br>10.5 Elements of employee development plan<br>10.6 Professional development goals<br>10.7 Employee development strategies<br>10.8 Factors for successful implementation of development programs |
| 11. Reward Systems in Performance Management                               | 11.1 Traditional and contingent pay plans<br>11.2 Reasons for introducing contingent pay<br>11.3 Challenges of contingent pay<br>11.4 Types of contingent pay plans<br>11.5 Putting pay in context<br>11.6 Pay structures<br>11.7 Managerial incentive schemes                                                                                                                                                          |
| 12. Managing Team Performance                                              | 12.1 Introduction to team performance<br>12.2 Types of work teams<br>12.3 Objectives of work teams<br>12.4 Team assignments<br>12.5 Managing team assignments<br>12.6 Equity in teamwork<br>12.7 Benefits and challenges of work teams<br>12.8 Techniques of measuring individual contributions in team assignments<br>12.9 Recognition and Teamwork Reward                                                             |
| 13. Emerging Issues in Productivity & Performance & their ICT Applications |                                                                                                                                                                                                                                                                                                                                                                                                                         |

## **Suggested Delivery Methods**

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources**

- Strategic plans;
- human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organization policies and procedures.

# 11. COACHING, MENTORING AND COUNSELLING



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

The Mentoring, Coaching and Counselling Unit is designed to equip the learner with knowledge, skills and competencies required by a Human Resource Practitioner to facilitate mentoring, Coaching and Counselling at the workplace in both public and private sector institutions. This unit comprises of competencies that will enable the Certified Human Resource Professional to be able to facilitate coaching, mentoring and counselling of employees at the workplace, explain the functions of a human resource counsellor, apply the process and techniques in counselling and identify emerging issues and trends in mentoring, coaching and counselling.

## Summary of Learning Outcomes

At the end of the unit the trainee should be able to:

1. Apply coaching, mentoring and counselling skills at the workplace;
2. Facilitate coaching, mentoring and counselling at the workplace;
3. Identify counselling needs at the workplace;
4. Demonstrate the functions of a human resource counsellor at the workplace;
5. Apply the process and techniques of counselling in the workplace; and
6. Identify emerging issues and trends in mentoring, coaching and counselling.

## Unit Topic Content and Suggested Methods.

| Topic                                      | Content                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Coaching                | 1.1 Coaching definitions<br>1.2 Objectives of coaching<br>1.3 Coaching theories<br>1.4 Coaching models<br>1.5 Coaching principles                                                                                                                                                                                                                                                                                                   |
| 2. Coaching in Human Resource Management   | 2.1 Identification of coaching needs<br>2.2 Designing and implementing coaching programs<br>2.3 Coaching approaches<br>2.4 Coaching process<br>2.5 Duties and responsibilities of parties to coaching<br>2.6 Coaching skills and competencies<br>2.7 Qualities of an effective coach<br>2.8 Types of coaching<br>2.9 Benefits and challenges of coaching in human resources management                                              |
| 3. Emerging and Ethical issues in Coaching | 3.1 Emerging issues and trends in coaching<br>3.2 Ethical issues in coaching and the ethics toolkit for coaches                                                                                                                                                                                                                                                                                                                     |
| 4. Introduction to Mentoring               | 4.1 The meaning of mentorship<br>4.2 Objectives of mentoring in human resources management<br>4.3 Theories of mentoring<br>4.4 Principles of mentoring<br>4.5 Approaches to mentoring                                                                                                                                                                                                                                               |
| 5. Mentoring in Human Resource Management  | 5.1 Topics, phases and stages in the mentoring relationship<br>5.2 The mentoring process<br>5.3 Duties and responsibilities of parties to mentoring<br>5.4 Mentoring skills<br>5.5 Mentor/mentee discussion notes<br>5.6 Qualities of an effective mentor<br>5.7 Developing and Implementing a mentorship program<br>5.8 Evaluation of mentorship program<br>5.9 Benefits and challenges of mentoring in human resources management |

| Topic                                                                                      | Content                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Emerging Issues and Ethics in Mentoring                                                 | 6.1 Ethical issues in mentoring<br>6.2 The ethics toolkit for mentors                                                                                                                                                                                                                                                                                                    |
| 7. Introduction to Counselling                                                             | 7.1 Introduction to counseling<br>7.2 Historical development of counseling<br>7.3 Theories and approaches in counseling<br>7.4 Nature of counseling<br>7.5 Types of counseling<br>7.6 Principles of counseling<br>7.7 Classification of counseling<br>7.8 Objectives of counseling<br>7.9 Counseling skills<br>7.10 Duties and responsibilities of parties to counseling |
| 8. Counselling in Human Resource Management                                                | 8.1 Counseling techniques for diverse settings<br>8.2 Ethical Issues in counseling<br>8.3 Legislation, policy and values in counseling<br>8.4 The ethics toolkit for counselors                                                                                                                                                                                          |
| 9. Functions of a human Resource Counsellor                                                | 9.1 Appraisal service<br>9.2 Counseling service<br>9.3 Informative service<br>9.4 Planning service<br>9.5 Placement service<br>9.6 Follow up service<br>9.7 Orientation service<br>9.8 Evaluation service<br>9.9 Consulting service<br>9.10 Referral service<br>9.11 Human resource partner service                                                                      |
| 10. Process and techniques in counselling                                                  | 10.1 Phases in counseling<br>10.2 Process of counseling<br>10.3 Techniques in counseling<br>10.4 Qualities of an effective counselor<br>10.5 Challenges in counseling<br>10.6 Overcoming the challenges in counseling                                                                                                                                                    |
| 11. Emerging Issues and Trends in Coaching, Mentoring, Counseling & their ICT Applications |                                                                                                                                                                                                                                                                                                                                                                          |

## **Suggested Delivery Methods**

- Direct instruction;
- Practice by the trainee;
- Discussions;
- Lectures;
- Group\class presentations;
- Assignments;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources**

- Strategic plans;
- Human resource policies; and
- Guidelines and regulations.

# 12. RESEARCH METHODS FOR HUMAN RESOURCE MANAGEMENT PRACTITIONERS



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

This unit seeks to provide the learner with knowledge of research methods required by a Human Resource Professional in both public and private sector organisations. It equips the Certified Human Resource Professional trainee with competencies to apply appropriate research methodologies to systematically collect, analyse and interpret work related data for decision making. The unit covers introduction to business research, identifying a research problem, formulating research objectives, questions and hypothesis, developing a theoretical and conceptual frameworks, reviewing literature, research design, population and sampling, collecting and analysing data using statistical tools, ethical issues in research and writing a research report.

## Summary of Learning Outcomes

At the end of the unit the trainee should be able to:

1. Demonstrate basic knowledge of business research;
2. Identify a research problem;
3. Develop research objectives, questions and hypotheses;
4. Develop theoretical and conceptual frameworks;
5. Review literature;
6. Identify the various types of research designs;
7. Select a sample from a target population;
8. Collect data;
9. Choose appropriate statistical tools in data analysis;
10. Analyze data and write a report; and
11. Identify ethical issues in Research.

## Unit Topic Content and Suggested Assessment Methods.

| Topic                                            | Content                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Business Research             | 1.1 The concept of research<br>1.2 Characteristics of research<br>1.3 Types of research<br>1.4 Purpose of research<br>1.5 Research process<br>1.6 Emerging Issues and trends in business research                                                                                                                  |
| 2. Research Problem                              | 2.1 The concept of problem in research<br>2.2 Characteristics of research problems<br>2.3 Sources of suitable research problems<br>2.4 Selecting a research topic<br>2.5 Shaping and refining the problem<br>2.6 Knowledge gaps                                                                                    |
| 3. Objectives, Research Questions and Hypotheses | 3.1 Developing research objectives<br>3.2 Formulating research questions<br>3.3 Definition of hypothesis<br>3.4 Types of hypotheses<br>3.5 Types of errors in research<br>3.6 Hypothesis testing<br>3.7 Role of hypothesis in research                                                                             |
| 4. Theoretical and Conceptual Frameworks         | 4.1 Role of theory in research<br>4.2 Meaning of a theoretical framework<br>4.3 Purpose of theoretical framework<br>4.4 Purpose of a conceptual framework<br>4.5 Components of a conceptual framework<br>4.6 Variables and indicators<br>4.7 Difference between a theoretical framework and a conceptual framework |
| 5. Literature Review                             | 5.1 Definition of literature review<br>5.2 Purpose of literature review<br>5.3 Sources of literature<br>5.4 Literature review process<br>5.5 Search aids, key words, reading and notes<br>5.6 Writing the literature review<br>5.7 Referencing and citations of literature sources                                 |
| 6. Research Design                               | 6.1 Meaning of research design<br>6.2 Elements of research design<br>6.3 Characteristics of research design<br>6.4 Types of research design<br>6.5 Research design strategy                                                                                                                                        |

| Topic                                  | Content                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. Population and Sampling             | 7.1 Introduction to population and sampling<br>7.2 Purpose of sampling<br>7.3 Types of sampling<br>7.4 Sampling techniques<br>7.5 Determining sample size<br>7.6 Sampling design                                                                                                                                                                                                                                                |
| 8. Data collection Tools and Procedure | 8.1 Sources of data<br>8.2 Types of data in research investigation<br>8.3 Methods of data collection<br>8.4 Types of data collection tools<br>8.5 Process of data collection<br>8.6 Validity and reliability of data collection instruments                                                                                                                                                                                     |
| 9. Statistical Tools                   | 9.1 Meaning of statistics<br>9.2 Parametric and non-parametric statistics<br>9.3 Measures of central tendency<br>9.4 Measures of variability<br>9.5 The normal curve<br>9.6 Measures of association                                                                                                                                                                                                                             |
| 10. Data Analysis and Report Writing   | 10.1 Definition and meaning of data analysis<br>10.2 Data preparation and description<br>10.3 Data entry<br>10.4 Exploring, displaying and examination<br>10.5 Descriptive data analysis<br>10.6 Hypothesis testing<br>10.7 Qualitative data analysis<br>10.8 Research report writing process<br>10.9 Structure of a research report<br>10.10 Writing style<br>10.11 Referencing and citation formats                           |
| 11. Ethical Issues in Research         | 11.1 Ethics in research<br>11.2 Ethical principles<br>11.3 History of ethics in research<br>11.4 Principles, guidelines and regulations governing research<br>11.5 Research permit<br>11.6 Role, mandate and national guidelines of institutional ethics and research committees in Kenya<br>11.7 Role of National Council for Science and Technology and Innovation (NACOSTI), Kenya<br>11.8 Academic integrity and plagiarism |

## **Suggested Delivery Methods**

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation;
- On job training; and
- Field work.

## **Suggested assessment methods**

- Observation;
- Written tests;
- Oral questions; and
- Third party report.

## **Recommended Resources**

- Training Room;
- Learner Management System;
- Library/e-library;
- Strategic plans;
- Human resource policies;
- Guidelines and regulations; and
- Work plans /work programmes and schedules.

# 13. ORGANISATIONAL DEVELOPMENT AND TRANSFORMATION



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

## Unit Description

This unit will equip the Certified Human Resource Professional (CHRP), with knowledge and competencies that will enable them to effectively perform their duties in both the private and public sector. It will enable them to analyse the concept of change management, evaluate models of change management, various approaches to change management, change management process, role of leadership in change management, manage resistance to change, design a change communication strategy, manage stakeholders during change, manage innovations, analyse the concepts of creativity, knowledge management and the learning organization, organisation development, organisational culture and structure, plan for business continuity and manage risks.

## Summary of Learning Outcomes

At the end of the unit the trainee should be able to:

1. Analyse the concept of change management;
2. Evaluate the models of change management;
3. Apply the various approaches to change management;
4. Describe the change management process;
5. Assess the role of leadership in change management;
6. Manage resistance to change;
7. Design a change communication strategy;
8. Manage stakeholders during change;
9. Manage innovations at the work place;
10. Analyse the concept of Creativity of employees;

11. Apply the concept of knowledge management and the learning organization;
12. Apply the concept of Organization Development;
13. Analyse the concept of organisational culture and structure; and
14. Plan for business continuity and manage risks.

### Unit Topic Content and Suggested Assessment Methods.

| Topic                                | Content                                                                                                                                                                                                                                                                                           |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Change Management | 1.1 The concept of change management<br>1.2 The need for change management<br>1.3 The forces of change<br>1.4 Change management principles<br>1.5 Change symbolism<br>1.6 Types of change<br>1.7 Scope of change<br>1.8 Characteristics of change<br>1.9 Benefits of successful change management |
| 2. Models of Change Management       | 2.1 Dice Model<br>2.2 ADKAR<br>2.3 Kotters eight step model of transformational change<br>2.4 McKinsiey Model<br>2.5 Kurt- Lewin Schein Model                                                                                                                                                     |
| 3. Approaches to Change Management   | 3.1 Empirical – Rational<br>3.2 Normative – Reductive<br>3.3 Power – Coercive<br>3.4 Incremental – Adaptive                                                                                                                                                                                       |
| 4. Change Management Process         | 4.1 Need for change<br>4.2 Plan change<br>4.3 Develop change program<br>4.4 Implement change<br>4.5 Review change<br>4.6 Anchor change in the organizational culture<br>4.7 Transition in change management                                                                                       |

| Topic                                          | Content                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. The role of Leadership in Change Management | 5.1 Initiating Change<br>5.2 Sponsorship<br>5.3 Role model<br>5.4 Decision making<br>5.5 Communication<br>5.6 Responsibility and accountability<br>5.7 Building coalition<br>5.8 Leading the process<br>5.9 Establishment of change management team<br>5.10 Building resilience and change hardiness                   |
| 6. Managing Resistance to Change               | 6.1 Diagnosing resistance to change<br>6.2 Reasons for resistance<br>6.3 Types of resistance<br>6.4 Challenges in reducing resistance<br>6.5 Techniques for overcoming resistance to change<br>6.6 The role of HR in managing resistance to change                                                                     |
| 7. Change Communication Strategy               | 7.1 Introduction to change communication strategy<br>7.2 Objectives of change communication<br>7.3 Principles of change communication<br>7.4 The change communication model<br>7.5 Measuring communication effectiveness<br>7.6 The value of effective change communication<br>7.7 The communication strategy and plan |
| 8. Stakeholder Management in Change Management | 8.1 Introduction to stakeholder management<br>8.2 Benefits of stakeholders management during change<br>8.3 Stakeholder mapping<br>8.4 Stakeholder analysis<br>8.5 Strategies for managing stakeholders during change                                                                                                   |

| Topic                                                  | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. Innovation Management                               | 9.1 Introduction to innovation<br>9.2 Concept of innovation<br>9.3 Types of innovation<br>9.4 The characteristics of an innovative work environment<br>9.5 Innovation process<br>9.6 Importance of innovation<br>9.7 Innovation in the HR practice<br>9.8 Role of change sponsor in innovation<br>9.9 Actions and approaches to innovation<br>9.10 Innovation techniques<br>9.11 Value analysis, components and process                                           |
| 10. Creativity                                         | 10.1 Concept and types of creativity<br>10.2 Creative thinking<br>10.3 Arguments for creativity<br>10.4 Barriers to creativity<br>10.5 Components of creativity<br>10.6 Creative process<br>10.7 Sources of new ideas<br>10.8 Turning creative ideas into opportunities<br>10.9 Creative problem-solving techniques<br>10.10 Creativity in human resource management practice<br>10.11 Importance of creativity in decision making                                |
| 11. Knowledge Management and the Learning Organization | 11.1 Introduction to knowledge management<br>11.2 Data, information and knowledge<br>11.3 Elements of successful knowledge management<br>11.4 Knowledge management strategies<br>11.5 Challenges of knowledge management<br>11.6 The role of managers in implementing knowledge management and learning<br>11.7 The learning organisation<br>11.8 Components of learning organization<br>11.9 Distinction between learning organisation and organisation learning |
| 12. Organization Development                           | 12.1 Introduction to organization development<br>12.2 History of organization development<br>12.3 Models and theories of organization development<br>12.4 Features of organisation development<br>12.5 Objectives of organisational development<br>12.6 Organisational development climate                                                                                                                                                                        |

| Topic                                                | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                      | 12.7 Organisational development strategy<br>12.8 Organisation development interventions<br>12.9 Process of organisation development interventions<br>12.10 Revolutionary values and believes of organization development<br>12.11 Second – Generation organisation development<br>12.12 Power, politics and ethics in organisation development<br>12.13 Future of organisation development<br>12.14 Organisational transformation                                                                                                                                                                                                                                                                                                                            |
| 13. Organisational Culture and Sstructure            | 13.1 Introduction to organisational culture<br>13.2 Characteristics of organisational culture<br>13.3 Assessing the culture of the organization<br>13.4 Understanding the culture of your organisation<br>13.5 Components of organisational culture<br>13.6 Factors that shape an organization's culture<br>13.7 Benefits of corporate culture<br>13.8 Impact of organisational culture in change management<br>13.9 The role of HR in maintaining effective corporate culture<br>13.10 Organisational culture and culture change<br>13.11 Impact of organisational structure in change management<br>13.12 Meaning of organisational structure<br>13.13 Types of organisational structures<br>13.14 Effect of organisational structure in change management |
| 14. Business Continuity Planning and Risk Management | 14.1 Introduction to business continuity planning and risk management<br>14.2 Objectives of business continuity planning and risk management<br>14.3 Types of organisational risks<br>14.4 Risk assessment process<br>14.5 Principles of risk management<br>14.6 Risk management methodology<br>14.7 Risk register<br>14.8 Responsibility for risk management and risk governance                                                                                                                                                                                                                                                                                                                                                                            |

| Topic | Content                                          |
|-------|--------------------------------------------------|
|       | 14.9 Concept of business continuity planning     |
|       | 14.10 Elements of business continuity planning   |
|       | 14.11 Principles of business continuity planning |
|       | 14.12 Business continuity planning process       |
|       | 14.13 The business continuity plan               |
|       | 14.14 Human resource risks                       |
|       | 14.15 Role of HR in risk management              |

## Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## Suggested Assessment Methods

- Written tests;
- Observation;
- Oral questions;
- Case Studies; and
- Third party report.

## Recommended Resources

- Strategic plans;
- human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organisation policies and procedures.

# 14. STRATEGIC MANAGEMENT FOR HUMAN RESOURCE PRACTITIONERS



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

Strategic Management for Human Resource Practitioners Unit is designed to equip a trainee with strategic management knowledge, skills, attitude and behaviour required by a professional Human Resource practitioner in both public and private sector institutions. The Unit equips the Certified Human Resource Professional trainee with the knowledge and competencies needed to apply strategic management at work place, identify and scan the work environment for improvement identify and formulate strategies for the work place, implement strategy in the work place, monitor and evaluate strategy to improve the workplace, apply strategic human resource management to improve organisation performance, identify and apply human resource strategies at workplace for improved productivity, outline the role of strategic human resource management in organizations and Identify and apply strategies to respond to emerging issues and trends in strategic management.

## Summary of Learning Outcomes

By the end of the unit the trainee should be able to;

1. Apply strategic management in the workplace;
2. Identify and scan the work environment for improvement;
3. Identify and formulate strategies for the work place;
4. Implement strategy in the work place;
5. Monitor and evaluate strategy to improve the workplace;
6. Apply strategic human resource management to improve organisation performance;

7. Identify and apply human resource strategies at workplace for improved productivity;
8. Illustrate the role of strategic human resource management in organisations; and
9. Identify and apply strategies to respond to emerging issues and trends in strategic management.

## Unit topic Content and Suggested Assessment Methods.

| Topic                                              | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Strategic Management            | 1.1 Definition of strategic management<br>1.2 Theories of strategic management<br>1.3 Principles of strategic management<br>1.4 Characteristics of strategic management<br>1.5 Objectives of strategic management<br>1.6 Strategic management process<br>1.7 Importance and application of strategic management                                                                                                                                        |
| 2. Business Environment and Environmental Scanning | 2.1 Introduction to business environment<br>2.2 Components of a business environment<br>2.3 Importance of business environment<br>2.4 Relationship between organisation and its environment<br>2.5 Environment scanning<br>2.6 Objectives of environmental scanning<br>2.7 Benefits of environmental scanning<br>2.8 Environmental scanning tools<br>2.8.1 PESTEL Analysis<br>2.8.2 SWOT Analysis<br>2.8.3 Application of environmental scanning tools |

| Topic                                         | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Strategy Formulation                       | 3.1 Introduction to strategy formulation<br>3.2 Objectives of strategy formulation<br>3.3 The strategy formulation process<br>3.3.1 Vision<br>3.3.2 Mission<br>3.3.3 Values<br>3.3.4 Goals<br>3.3.5 Objectives<br>3.3.6 Strategies<br>3.3.7 Policies<br>3.4 Challenges in strategy formulation<br>3.5 Mitigation measures for challenges in strategy formulation                                                                                                                                                                     |
| 4. Levels of Strategy                         | 4.1 Introduction to the levels of strategy<br>4.2 Corporate level strategies<br>4.3 Business level strategies<br>4.4 Functional level strategies<br>4.5 The place of human resource strategies in strategic level hierarchy                                                                                                                                                                                                                                                                                                          |
| 5. Strategy Implementation                    | 5.1 Introduction to strategy implementation<br>5.2 The strategy implementation process<br>5.3 Relationship between strategy formulation and implementation<br>5.4 Issues in strategy implementation<br>5.5 Strategy implementation models<br>5.6 Factors for successful strategy implementation<br>5.7 Strategy implementation matrix                                                                                                                                                                                                |
| 6. Strategy Monitoring, Evaluation and Review | 6.1 Introduction to strategy monitoring and evaluation<br>6.2 Objectives of monitoring and evaluation<br>6.3 Monitoring and evaluation cycle<br>6.4 Monitoring and evaluation framework<br>6.5 Monitoring and evaluation plan<br>6.6 Monitoring and evaluation tools<br>6.7 Monitoring and evaluation methods<br>6.8 Roles and responsibilities in monitoring and evaluation<br>6.9 Challenges in monitoring and evaluation<br>6.10 Mitigation measures for challenges in strategy monitoring and evaluation<br>6.11 Strategy review |

| Topic                                  | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. Strategic Human Resource Management | 7.1 Introduction to strategic human resources management<br>7.2 Purpose of strategic human resources management<br>7.3 Importance of strategic human resources management<br>7.4 The principles of strategic human resources management<br>7.5 The strategic human resource management process<br>7.6 Benefits and challenges in strategic human resources management<br>7.7 Mitigation measures for challenges in strategic human resources management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 8. Human Resource Strategies           | 8.1 Meaning of human resource strategies<br>8.2 Objectives of HR strategies<br>8.3 Formulation of HR strategies<br>8.4 Issues in developing HR strategies<br>8.5 Criteria for an effective HR strategy<br>8.6 Implementing HR strategies<br>8.7 Barriers to implementing HR strategies<br>8.8 Approaches to implementing HR strategies<br>8.9 General human resources strategies<br>8.9.1 High-performance management<br>8.9.2 High-commitment management<br>8.9.3 High-involvement management<br>8.10 Specific HR strategies<br>8.10.1 Employee resourcing strategy<br>8.10.2 Learning and development strategy<br>8.10.3 Performance management strategy<br>8.10.4 Employee reward strategy<br>8.10.5 Employee retention strategy<br>8.10.6 Human resource planning strategy<br>8.10.7 Employee relations strategy<br>8.10.8 Employee welfare strategy<br>8.10.9 Employee engagement strategy<br>8.11 Alignment of human resources strategies with business strategy<br>8.12 Benefits of alignment |

| Topic                                                                             | Content                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. Role of strategic Human Resource Management in Organisations                   | 9.1 Introduction to strategic role of human resources management in organisations<br>9.2 Business case for strategic human resources management<br>9.3 Strategic versus administrative roles of human resources management in organisations<br>9.4 Application of human resources management strategy<br>9.5 Human resources business partner model<br>9.6 Human resources management value proposition |
| 10. Emerging Issues and Trends in Strategic Management and their ICT Applications | 10.1 Emerging issues and trends in strategic management of human resource<br>10.1.1 Flexi working times<br>10.1.2 Working from home<br>10.1.3 Employee mental health and wellness programmes<br>10.1.4 Technology and strategic management<br>10.1.5 Globalisation and cultural effectiveness                                                                                                           |

### Suggested Delivery Methods

- Direct instruction;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

### Suggested Assessment Methods

- Written tests;
- Observation;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources for twenty five (25) Trainees**

- Strategic plans (25 copies);
- Human resource policies (25 copies);
- Guidelines and regulations (25 copies); and
- Work plans /work programmes and schedules (25 copies).

# 15. HUMAN RESOURCE ACCOUNTING, METRICS & ANALYTICS



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

This unit equips the learner with competencies required by a Human Resource professional in both public and private sector organisations. It equips the Certified Human Resource Professional with competencies to be able to explain the concept of HR Accounting, Metrics & Analytics, Procedures, Measurement and Evaluation, account for HR Value Proposition, prepare HR Budget and prepare Reports, explain the concepts of HR Accounting Benchmarking and human resource programmes reporting and identify emerging issues in Human Resource accounting.

## Summary of Learning Outcomes

At the end of the unit the learner should be able to:

1. Elucidate the concept Accounting in Human Resources Management;
2. Apply HR accounting procedures in the workplace;
3. Apply Accounting Measurement and Evaluation in Human Resource;
4. Account for value proposition in Human Resource;
5. Explicate the concept of Metrics & Analytics as used in HR;
6. Prepare budget and Reports on human resource management;
7. Apply the concept of HR Accounting in HR Benchmarking;
8. Report human resource programmes reporting; and
9. Identify emerging issues in Human Resource accounting, Metrics & Analytics and their ICT applications.

## Unit Topic Content and Suggested Assessment Methods.

| Topic                                       | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to HR Accounting            | 1.1 Concept of human resource accounting<br>1.2 Objectives of human resources accounting<br>1.3 Prerequisites of human resources accounting<br>1.4 Evolution of human resource accounting<br>1.5 Aspects of human resources accounting<br>1.6 HR accounting approaches<br>1.7 Methods of human resources accounting<br>1.8 Benefits and challenges of human resource accounting                                                                           |
| 2. HR Accounting Procedures                 | 2.1 Introduction to HR accounting procedures<br>2.2 HR accounting procedures<br>2.3 Objectives of HR accounting procedures<br>2.4 Principles of HR accounting procedures<br>2.5. Approaches to HR accounting procedures<br>2.6 Guidelines for developing HR accounting procedures<br>2.7 Benefits and challenges of HR accounting                                                                                                                         |
| 3. HR Accounting Measurement and Evaluation | 3.1 HR accounting measurement and evaluation<br>3.2 Levels of measurement and evaluation<br>3.3 Responsibilities for measurement and evaluation<br>3.4 Types of HR measurement and evaluation<br>3.5 Methods of measurement and evaluation<br>3.6 Result based model for measurement and evaluation<br>3.7 Benefits and challenges of HR accounting Measurement and evaluation                                                                            |
| 4. Accounting for HR Value Proposition      | 4.1 Introduction to HR value proposition<br>4.2 Theories of HR value proposition<br>4.3 Principles of HR value proposition<br>4.4 Objectives of HR value Proposition<br>4.5 Methods of accounting for HR value proposition<br>4.6 HR value chain<br>4.7 Human resources cost accounting<br>4.8 Benefits and challenges of HR value proposition<br>4.9 Human resources evaluation myths<br>4.10 Contemporary issues in accounting for HR value proposition |

| Topic                                     | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Introduction to HR Metrics & Analytics | 5.1 Concept of human resource metrics & analytics<br>5.2 Objectives of human resources metrics & analytics<br>5.3 Prerequisites of human resources metrics & analytics<br>5.4 Evolution of human resource metrics & analytics<br>5.5 HR metrics approaches<br>5.6 Types of human resources metrics<br>5.7 Formalising human capital measurements-standards and regulation                                                                                    |
| 6. HR Budgeting and Reporting             | 6.1 Introduction to HR budgeting and reporting<br>6.2 Principles of HR budgeting and reporting<br>6.3 Methods of HR budgeting and reporting<br>6.4 Importance of HR budgeting and reports<br>6.5 Impact of budgeting reports to HR accounting<br>6.6 Types and examples of HR budgets and reports<br>6.7 Structure of HR reports<br>6.8 Benefits and challenges in HR budgeting and reporting                                                                |
| 7. HR Accounting Benchmarking             | 7.1 Introduction to HR accounting benchmarking<br>7.2 Objectives of HR accounting benchmarking<br>7.3 Principles of HR accounting benchmarking<br>7.4 Elements of HR accounting benchmarking<br>7.5 Types of HR accounting benchmarking<br>7.6 HR accounting benchmarking process<br>7.7 HR accounting benchmarking practice<br>7.8 HR accounting benchmarking as a tool for strategic planning<br>7.9 Benefits and challenges of HR accounting benchmarking |
| 8. Human Resource Programs Reporting      | 8.1 Introduction to human resource programs reporting<br>8.2 Objectives of HR programs reporting<br>8.3 Types of HR programs reports<br>8.4 Nature of HR programs reports<br>8.5 Factors affecting HR programs reporting<br>8.6 Communication with relevant parties<br>8.7 Management meetings<br>8.8 Benefits and challenges of HR programs reporting                                                                                                       |

| Topic                                                                       | Content |
|-----------------------------------------------------------------------------|---------|
| 10. Emerging Issues in Human Resource Accounting and their ICT Applications |         |

### Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Case studies;
- Simulation; and
- On job training.

### Suggested Assessment Methods

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

### Recommended Resources

- Strategic plans;
- human resource polices;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organization policies and procedures.

# 16. HUMAN RESOURCE CONSULTANCY AND ADVISORY



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

This unit equips the learners with competencies that will enable the Certified Human Resource Professional to be able to apply the concept of human resource consultancy and apply HR consulting process, manage the consultancy relationships, manage a HR consultancy firm, develop a HR Consultancy proposal, manage contract in HR consultancy, demonstrate the HR Consulting ethical standards, explain HR consulting as an entrepreneurship opportunity, manage HR consultancy project, apply ICT HR consultancy, identify emerging issues and trends in human resource consultancy.

## Summary of Learning Outcomes

At the end of the unit the learner should be able to:

1. Apply human resource management in consultancies/ consulting;
2. Explain the HR consulting process context;
3. Manage the consultancy relationships;
4. Manage a HR consultancy firm;
5. Develop a HR Consultancy proposal;
6. Manage contract in HR consultancy;
7. Demonstrate the HR Consulting ethical standards;
8. Use HR consulting as an entrepreneurship opportunity;
9. Manage HR consultancy project;
10. Apply ICT HR consultancy; and
11. Identify emerging issues and trends in human resource consultancy and their ICT applications.

## Unit Topic Content and Suggested Assessment Methods.

| Topic                                         | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Human resource Consultancy | 1.1 Nature and purpose of HR consultancy<br>1.2 Development of HR consultancy in Kenya<br>1.3 Principles of HR consultancy<br>1.4 Models of consultancy<br>1.5 Qualities of an HR consultant<br>1.6 HR consulting skills<br>1.7 Obligations and duties of an HR consultant<br>1.8 Areas of HR consultancy<br>1.9 HR consultancy fees<br>1.10 Benefits and challenges in HR consultancy<br>1.11 Selection of an HR consultant<br>1.12 Writing inception & closure reports |
| 2. The HR Consulting Process                  | 2.1 Entry and contracting<br>2.2 Data collection and diagnosis<br>2.3 Feedback and decision to act<br>2.4 Implementation<br>2.5 Extension, recycle or termination                                                                                                                                                                                                                                                                                                        |
| 3. Consultancy Relationships                  | 3.1 Introduction to HR consultancy relationship<br>3.2 Objectives of HR consulting relationship management<br>3.3 Benefits of HR consultancy relationship management<br>3.4 Consultant-client relationship models<br>3.5 Developing and maintaining harmonious relationships<br>3.6 Managing client expectations<br>3.7 Client relationship management software                                                                                                          |
| 4. Management of a HR Consultancy Firm        | 4.1 Introduction to management of a consultancy<br>4.2 Organisational structure of a consultancy firm<br>4.3 Duties and responsibilities of various staff in a consultancy firm<br>4.4 Quality control in a HR consultancy firm                                                                                                                                                                                                                                          |
| 5. Developing HR Consultancy Proposal         | 5.1 Introduction to HR consultancy proposal<br>5.2 Objectives of HR consultancy proposal<br>5.3 Contents of HR consultancy proposal<br>5.4 Process of developing HR consultancy proposal<br>5.5 Characteristics of a good HR consultancy proposal                                                                                                                                                                                                                        |

| Topic                                               | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Contract Management in HR Consultancy            | 6.1 Introduction to HR consultancy contract management<br>6.2 HR consultancy contract life cycle<br>6.3 Definition and types of contracts<br>6.4 Formation of contracts<br>6.5 Elements of a contract<br>6.6 Realisation of a contract<br>6.7 Vitiating factors<br>6.8 Discharge of a contract<br>6.9 Breach of contract<br>6.10 Remedies for breach of contract<br>6.11 Limitation of actions                                                                                                                                                                             |
| 7. HR Consulting Ethical Standards                  | 7.1 Introduction to professional ethics<br>7.2 Code of ethics for HR professionals<br>7.3 HR consulting ethical standards<br>7.4 Factors affecting HR consulting professional ethics<br>7.5 Mitigating the factors affecting professional ethics<br>7.6 Ethical dilemma                                                                                                                                                                                                                                                                                                    |
| 8. HR consulting as an entrepreneurship opportunity | 8.1 Introduction to entrepreneurship<br>8.2 History of entrepreneurship<br>8.3 Theories of entrepreneurship<br>8.4 Entrepreneurship vs. employment<br>8.5 Entrepreneurship development in Kenya<br>8.6 Managing and growing a new business venture<br>8.7 Characteristics of an entrepreneur<br>8.8 Types of entrepreneurs<br>8.9 Entrepreneurial skills<br>8.10 Entrepreneurial motivation<br>8.11 Entrepreneurial orientation<br>8.12 Sources of finance for an entrepreneur<br>8.13 Entrepreneurship opportunities<br>8.14 Strategies for enterprise success and growth |
| 9. Project Management in HR consultancy             | 9.1 Introduction to project management<br>9.2 Theories of project management<br>9.3 Principles of project management<br>9.4 Phases of project management<br>9.5 Project management teams<br>9.6 Essential skills in project management<br>9.7 Project management ethical standard<br>9.8 Project risk management                                                                                                                                                                                                                                                           |

| Topic                                                                       | Content                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                             | 9.9 Projects in human resources management<br>9.10 Benefits and challenges in project management<br>9.11 Contemporary issues in project management                                                                                                                                                                                                                               |
| 10. ICT in HR Consultancy                                                   | 10.1 Introduction to ICT in HR consultancy<br>10.2 Areas of application<br>e-recruitment<br>e-selection<br>e-learning<br>e-performance management<br>e-compensation<br>e-benefits<br>10.3 ICT solutions for HR consultancy<br>10.3.1 Data warehouse<br>10.3.2 Data mining<br>10.3.3 HR analytics<br>10.3.4 HR dashboard<br>10.4 Benefits and challenges of ICT in HR consultancy |
| 12. Emerging Issues and Trends in HR Consultancy and their ICT Applications |                                                                                                                                                                                                                                                                                                                                                                                  |

## Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

## **Suggested Assessment Methods**

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources**

- Strategic plans;
- Human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organisation policies and procedures.

# 17. HUMAN RESOURCE AUDIT



|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 240 |
| <b>No of Credits:</b>  | 24  |

## Unit Description

The unit is designed to equip the learner with knowledge, skills and competencies required by a Human Resource Professional to facilitate effective Human Resource Audits at the workplace. It comprises of competencies that will enable the Certified Human Resource Professional to be able to understand the concept of human resource audit, develop and apply human resource audit strategy, demonstrate the functions and roles of a human resource auditor, perform human resource audit process, prepare human resource audit documentation, apply the human resource auditing standards, manage risk in human resource audit, explain the human resource audit framework and regulation, develop the various HR control procedures, prepare human resource audit reports, issue human resource audit opinion, outsource the HR audit function, verify and evaluate HR audit reports and identify emerging issues and trends in human resource audit.

## Summary of Learning Outcomes

At the end of the unit the trainee should be able to:

1. Apply the concept of human resource audit in the workplace;
2. Develop and apply human resource audit strategy;
3. Demonstrate the roles of a human resource auditor;
4. Apply the human resource auditing standards in HR auditing;
5. Apply the human resource audit framework and regulations in HR Auditing;
6. Perform human resource audit process;
7. Manage risk in human resource audit;
8. Develop HR control procedures in the workplace;
9. Outsource HR audit function for an organisation/workplace; and
13. Identify emerging issues and trends in human resource audit and their ICT applications.

## Unit Topic Content and Suggested Assessment Methods.

| Topic                                            | Content                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Human Resource Audit          | 1.1 Definition of human resource audit<br>1.2 Nature of human resource audit<br>1.3 Evolution of human resource audit<br>1.4 Features of human resource auditing<br>1.5 Objectives of human resource auditing<br>1.6 The scope of human resource audits<br>1.7 Challenges in human resource audit                                    |
| 2. Human Resource Audit Strategy                 | 2.1 Methods/approaches to human resource audit<br>2.2 Human resource auditing principles<br>2.3 Human resource auditing techniques<br>2.4 Types of human resource audits<br>2.5 Human resource audit protocols<br>2.6 Human resource audit value proposition                                                                         |
| 3. Human Resource Auditor                        | 3.1 Responsibilities of a human resource auditor<br>3.2 Qualifications of a human resource auditor<br>3.3 Qualities of a human resource auditor<br>3.4 Internal human resource audit assignments<br>3.5 Appointment of first auditors<br>3.6 Appointment of the subsequent auditor<br>3.7 Disqualification of human resource auditor |
| 4. Human Resource Auditing Standards             | 4.1 Objectives of human resource auditing standards<br>4.2 Principles of human resource auditing standards<br>4.3 Types of human resource auditing standards<br>4.4 Benefits of human resource auditing standards<br>4.5 Challenges human resource auditing standards                                                                |
| 5. Human Resource Audit Framework and Regulation | 5.1 Audit framework and regulation<br>5.2 Concepts of accountability, stewardship and agency<br>5.3 Objectives of audit framework and regulation<br>5.4 Elements of audit framework and regulation<br>5.5 Types framework and regulation<br>5.6 Fraud, laws and regulations<br>5.7 The concept of true and fair presentation         |

| Topic                                   | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                         | 5.8 Responsibilities of human resource auditors in prevention and detection of fraud and error<br>5.9 External audit and other review engagements<br>5.10 Requirements of professional ethics                                                                                                                                                                                                                                                                                                                                                     |
| 6. Human Resource Audit Process         | 6.1 Determining the scope and type of audit<br>6.2 Human resource audit planning<br>6.3 Preparation of human resource audit documentation<br>6.4 Human resource audit data collection and sampling<br>6.5 HR audit evidence, verification and evaluation<br>6.6 Analysing & interpreting the audit data<br>6.7 Benchmarking of findings<br>6.8 Report preparation and feedback giving<br>6.9 Human resource audit reporting<br>6.10 Human resource audit opinion and subsequent events<br>6.11 Building an environment for continuous improvement |
| 7. Human Resource Audit Risk Management | 7.1 Introduction to human resource audit risk management<br>7.2 Objectives human resource risk management<br>7.3 Principles of human resource audit resource management<br>7.4 Types of human resource audit risks<br>7.5 Assessing human resource audit risks<br>7.6 Risk assessment process<br>7.7 The risk register                                                                                                                                                                                                                            |
| 8. HR Control Procedures                | 8.1 Introduction to HR control procedures<br>8.2 Objectives and importance of HR procedures<br>8.3 Types of HR internal controls<br>8.4 Components of internal control<br>8.5 Benefits of internal control<br>8.6 Evaluation of internal controls<br>8.7 Communication on internal control<br>8.8 Test checking<br>8.9 Duties of a human resource auditor in preventing fraud<br>8.10 Limitations of internal control                                                                                                                             |

| Topic                                                                                | Content                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. Outsourcing HR Audit Function                                                     | 9.1 The concept of HR audit outsourcing<br>9.2 Advantages of outsourcing<br>9.3 Factors to consider when outsourcing<br>9.4 Challenges of outsourcing                                                                                                                                                                                                                                                         |
| 14. 10 Emerging Issues and Trends in Human Resource Audit and their ICT Applications | 10.1 Emerging trends and innovations<br>10.2 Agile audit<br>10.3 Human resource audit in an automated environment<br>10.4 Challenges of computerised audit<br>10.5 Auditing the risk of disruptive technologies<br>10.6 The changing nature of the workforce<br>10.7 Automation and cognitive intelligence<br>10.8 Challenges of emerging trends and issues<br>10.9 Overcoming the emerging trends and issues |

### Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Case studies;
- Simulation; and
- On job training.

### Recommended Resources

- Strategic plans;
- human resource policies;
- Guidelines and regulations;
- Work plans /work programmes and schedules; and
- Organisation policies and procedures.

# 18. STRATEGIC LEADERSHIP, ETHICS AND GOVERNANCE



|                 |     |
|-----------------|-----|
| Learning Hours: | 240 |
| No of Credits:  | 24  |

## Unit Description

Strategic Leadership, Ethics and Governance Unit is designed to equip trainee with strategic leadership, ethics and governance knowledge, skills, attitude and behaviour necessary for a human resource professional officer or practitioner in both public and private sector organisations. This unit comprises of competencies that will enable Certified Human Resource Professional to demonstrate strategic leadership skills, apply effective leadership behaviour at work place, demonstrate ethical practices of personal integrity, professional integrity, ethical agent in an organisation, identify legal framework of ethics and integrity in Kenya, identify fundamentals of governance globally, identify essentials of corporate governance in Kenya, apply governance principles, corporate practices and reporting, identify and engage the various stakeholders in governance, apply enterprise architecture governance identified and used in corporate governance, identify tools used in corporate governance, manage risks in an organisation, prepare and implement plans for business continuity and identify emerging issues and trends in leadership, ethics and governance and identify possible global and cultural effective responses emerging issues and trends in leadership, ethics and governance.

## Summary of Learning Outcomes

By the end of the unit the learner should be able to:

1. Demonstrate strategic leadership skills at the workplace;
2. Apply effective leadership behaviour at workplace;
3. Apply ethical practices of personal integrity, professional integrity, and ethical agent in an organisation;
4. Identify legal framework for ethics and integrity in Kenya;
5. Identify the fundamentals of Governance in a global setup;
6. Identify essentials of Corporate Governance in Kenya;

7. Apply the governance principles in an organisation;
8. Apply corporate practices and reporting;
9. Identify and engage stakeholders of an organisation;
10. Apply enterprise Architecture Governance identified and used in corporate governance;
11. Identify tools used in Corporate Governance;
12. Manage risks in an organisational;
13. Prepare and implement plans for business Continuity;
14. Identify emerging issues and trends in leadership, ethics and Governance; and
15. Mitigate issues and trends in leadership, ethics and Governance.

### Unit Topic Content and Suggested Assessment Methods.

| Topic                                   | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Introduction to Strategic Leadership | <ol style="list-style-type: none"> <li>1.1 Leadership concepts</li> <li>1.2 Principles of leadership</li> <li>1.3 Theories and approaches of leadership</li> <li>1.4 Objectives of leadership</li> <li>1.5 Leadership development</li> <li>1.6 Types of leadership</li> <li>1.7 Leadership power</li> <li>1.8 Sources of power for leadership</li> <li>1.9 Features of leadership</li> <li>1.10 Levels of leadership</li> <li>1.11 Functions of a leader</li> </ol>                                                                                                                                                                                                                                                                                      |
| 2. Leadership Behaviour                 | <ol style="list-style-type: none"> <li>2.1 Introduction to leadership behavior</li> <li>2.2 Key components of Leadership-and behavioural competencies {this include:               <ol style="list-style-type: none"> <li>(a) Setting and implementing a vision and direction for the HR function; and</li> <li>(b) Leading organisational initiatives; influencing and supporting other organisational members and leaders};</li> </ol> </li> <li>2.3 Leadership attitudes</li> <li>2.4 Leadership styles</li> <li>2.5 Leadership qualities</li> <li>2.6 Leadership skills</li> <li>2.7 Leadership traits</li> <li>2.8 Leadership and integrity</li> <li>2.9 Legal framework in leadership and integrity</li> <li>2.10 Leadership navigation</li> </ol> |

| Topic                                                                                                   | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Ethical Practice of Personal Integrity, Professional Integrity, and Ethical Issues in Organisational | <p>3.1 Introduction to ethics and integrity</p> <p>3.2 Creating and driving an ethical organisational environment and behaviour. [Behaving in an ethical manner that promotes high standards of integrity and the organisation's values].</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 4. Personal integrity                                                                                   | <p>4.1 Consistency between espoused and enacted values</p> <p>4.2 Personal mistakes and demonstration of accountability for actions</p> <p>4.3 Recognize biases [Recognition of personal biases and the biases of others, and taking steps to increase self-awareness]</p> <p>4.4 Role models [Serving as a role model of personal integrity and high ethical standards]</p> <p>4.5 Unethical behaviour [Brings potential conflicts of interest or unethical behaviours to the attention of senior leaders and other executives], and</p> <p>4.6 Helping others to identify and understand their biases</p>                                                                                                                                                                                 |
| 5. Professional Integrity                                                                               | <p>5.1 Dealing with political pressure [Withstand politically motivated pressure when developing or implementing strategy, initiatives or long-term goals]</p> <p>5.2 Ethics, integrity and organisation success [Balance ethics, integrity, organisational success, employee advocacy and organisational mission and values when creating strategy, initiatives or long-term goals]</p> <p>5.3 Ethical human resource team [Establish the HR team as a credible and trustworthy resource]</p> <p>5.4 Promote the alignment of HR and business practices with ethics, laws and standards</p> <p>5.5 Ethical decision making [make difficult decisions that align with organisational values and ethics]</p> <p>5.6 Power, authority and ethics [Apply power or authority appropriately]</p> |

| Topic                                              | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 Ethical Agent                                    | <p>6.1 Learning, development and ethics [Design learning and development programs covering ethics]</p> <p>6.2 Organisational culture, systems and ethics [Implement and maintain a culture and organisational system that encourages all employees to report unethical practices and behaviors].</p> <p>6.3 Employee empowerment and ethics [Empowers all employees to report unethical behaviors and conflicts of interest without fear of reprisal]</p> <p>6.4 Mitigating bias in human resource and organization business [Take steps to mitigate the influence of bias in HR and business decisions]</p> <p>6.5 Transparency and ethics [Maintain appropriate levels of transparency for HR programs, practices and policies]</p> <p>6.6 Ethical risks in an organization [Identify, evaluate and communicate to leadership potential ethical risks and conflicts of interest]</p> <p>6.7 Organisational ethical standards and policies [develop and implement standards and policies and ensure that staff members have access to and understand the organization's ethical standards and policies]</p> <p>6.8 Ethics in corporate governance</p> |
| 7 Legal Framework of Ethics and integrity in Kenya | <p>7.1 The conditional provisions of ethics and integrity</p> <p>7.2 Legislative provisions of ethics and integrity</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| Topic                                                  | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8 Fundamentals of Governance and Corporate Governance  | 8.1 Introduction to governance<br>8.2 Introduction to corporate Governance<br>8.3 Objectives of governance and Corporate Governance<br>8.4 Theories of governance<br>8.5 Corporate governance theories<br>8.6 Models of corporate governance<br>8.7 Principles of governance and practice<br>8.8 Principles of corporate governance practice<br>8.9 Pillars of corporate governance<br>8.10 Benefits and challenges of governance<br>8.11 Benefits and challenges of corporate governance<br>8.12 Corporate governance failure<br>8.13 Contemporary issues in governance and corporate governance |
| 9 Corporate Governance Practices and Reporting         | 9.1 Responsibilities and functions of board of directors<br>9.2 Composition of the board of directors<br>9.3 Board charter<br>9.4 Board committees<br>9.5 The audit committee<br>9.6 Directors' remuneration<br>9.7 Reporting on corporate governance<br>9.8 Board and committee meetings<br>9.9 Board evaluation<br>9.10 Governance audit<br>9.11 Role of board chair and secretary<br>9.12 Corporate governance designs in selected countries                                                                                                                                                   |
| 10 Stakeholders in Governance and Corporate Governance | 10.1 Stakeholder mapping<br>10.2 Classification of stakeholders<br>10.3 Importance of stakeholder management<br>10.4 Model of stakeholder management<br>10.5 Stakeholder communication<br>10.6 Challenges in stakeholder management in corporate governance                                                                                                                                                                                                                                                                                                                                       |

| Topic                                 | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 Enterprise Architecture Governance | 11.1 Introduction to enterprise architecture Governance<br>11.2 Theories of enterprise architecture governance<br>11.3 Principles of enterprise architecture Governance<br>11.4 Enterprise architecture governance processes<br>11.5 Objectives of enterprise architecture Governance<br>11.6 Components of enterprise architecture governance<br>11.7 Enterprise architecture approaches<br>11.8 Enterprise architecture framework<br>11.9 Enterprise architecture tools<br>11.11 Enterprise architecture compliance<br>11.12 Benefits and challenges of enterprise architecture governance |
| 12. Corporate Governance Tools        | 12.1 Board almanac and work plan<br>12.2 Resource utilisation<br>12.3 Corporate governance philosophy<br>12.4 Role descriptions<br>12.5 Code of conduct and ethics<br>12.6 Policies and procedures<br>12.7 Communication network platforms<br>12.8 Register of interests<br>12.9 Stakeholder engagement<br>12.10 Board charter<br>12.11 Strategic plan<br>12.12 Leadership and integrity guidelines<br>12.13 Compliance reports<br>12.14 Risk management reports                                                                                                                             |
| 13. Organisational Risk Management    | 13.1 Introduction to organisation risk management<br>13.2 Objectives of risk management<br>13.3 Risk management policy and framework<br>13.4 Organization risk assessment<br>13.5 Organization risk management strategy<br>13.6 Risk management process<br>13.7 Benefits and challenges of risk management<br>13.8 Risk register<br>13.9 Organisational risk governance<br>13.10 Internal controls                                                                                                                                                                                           |

| Topic                                                                             | Content                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14. Business Continuity Planning                                                  | 14.1 Introduction to business continuity planning<br>14.2 Objectives of business continuity planning<br>14.3 Theories of business continuity planning<br>14.4 Principles of business continuity planning<br>14.5 Business continuity planning policy<br>14.6 Stages of business continuity planning<br>14.7 Business continuity planning tools<br>14.8 Business continuity planning team<br>14.9 Benefits and challenges in business continuity planning |
| 15. Emerging Issues and Trends in Corporate Governance and their ICT Applications | 15.1 Global emerging issues and trends in governance and corporate governance<br>15.2 Mitigation measures for emerging issues and trends in governance and corporate Governance                                                                                                                                                                                                                                                                          |

### Suggested Delivery Methods

- Direct instruction;
- Demonstration by trainer;
- Practice by the trainee;
- Discussions;
- Group\class presentations;
- Assignments;
- Project;
- Case studies;
- Simulation; and
- On job training.

### Suggested Assessment Methods

- Observation;
- Written tests;
- Oral questions;
- Third party report; and
- Case studies.

## **Recommended Resources for Twenty Five (25) Trainees**

- Strategic plans (25 copies);
- Human resource policies (25 copies);
- Guidelines and regulations (25 copies);
- Work plans /work programmes and schedules (25 copies); and
- Organisation policies and procedures (25 copies).

|                        |     |
|------------------------|-----|
| <b>Learning Hours:</b> | 480 |
| <b>No of Credits:</b>  | 48  |

### Unit Description

The Unit is designed to equip the learner with knowledge, skills and competencies required by a Human Resource Professional to facilitate effective Human Resource Audits at the workplace. It comprises of competencies that will enable the Certified Human Resource Professional to be able to understand the concept of human resource audit, develop and apply human resource audit strategy, demonstrate the functions and roles of a human resource auditor, perform human resource audit process, prepare human resource audit documentation, apply the human resource auditing standards, manage risk in human resource audit, explain the human resource audit framework and regulation, develop the various HR control procedures, prepare human resource audit reports, issue human resource audit opinion, outsource the HR audit function, verify and evaluate HR audit reports and identify emerging issues and trends in human resource audit.

### Summary of Learning Outcomes

At the end of the unit the trainee should be able to:

1. Apply the concept of human resource audit in the workplace;
2. Develop and apply human resource audit strategy;
3. Demonstrate the roles of a human resource auditor;
4. Apply the human resource auditing standards in HR auditing;
5. Apply the human resource audit framework and regulations in HR auditing;
6. Perform human resource audit process;
7. Manage risk in human resource audit;
8. Develop HR control procedures in the workplace;
9. Outsource HR audit function for an organisation/workplace; and
13. Identify emerging issues and trends in human resource audit and their ICT applications.

# 19. INDUSTRY BASED PROJECT



# **CERTIFIED HUMAN RESOURCE MANAGEMENT INDUSTRY -BASED PROJECT**

## **1.0 INTRODUCTION**

To fulfill graduation requirements, each CHRP professional trainee is required to submit an industry based research project, which demonstrates mastery of the knowledge, skills, attributes and competencies required by a practitioner of human resource management. The industry-based work of focused research aims to advance the trainees particular interest in a topical issue in HRM starting with the formulation of a work related problem that is amenable for research, determining relevant sources of data, carrying out logical analysis and presenting the research project results and recommendations in a scholarly format. The experiential research process enables the trainees to demonstrate their ability to collect work place data, analyse, write reports and make conclusions and recommendations that can inform management decisions and solve problems. The industry-based project, carried out under supervision, is considered complete once the student presents the results and findings of the research before a committee of at least three trainers who will assess and award marks.

## **2.0 PURPOSE AND OBJECTIVES**

The purpose of the industry-based project equip the CHRP professional with knowledge, skills and competencies to think critically, solve challenging problems, and develop skills such as oral communication, public speaking, research skills, media literacy, teamwork, planning, self-sufficiency, and goal setting. These are competencies required by a human resource professional in an organisation scientific observations, or internships.

The objectives of the industry based project are to:

- (a) Increase the academic rigor of the CHRP finalist by stimulating learning experiences, reduce learning loss, and prepare for work;
- (b) Increase student motivation and engagement with the learning content.



- (c) Increase educational and career aspirations;
- (d) Improve student confidence and self-perceptions, take on new responsibilities, be more self-directed, set goals, and follow through on commitments; and
- (e) Demonstrate learning and proficiency in the HR function.

### **3.0 CHRP STUDENT REQUIREMENTS**

The industry-based project is compulsory and comes at the end of the coursework.

Upon completion of the course, HRMPEB will assign each student a supervisor who shall guide the student throughout the development of the project.

- (a) The student will identify a topic and present to the supervisor for approval.
- (b) The student will write a proposal which will be marked and account for 30% of the total mark for the industry based project.
- (c) Once the supervisor approves the topic, the student works closely with the supervisor and develops the project within three months.
- (d) The student is then required to present the project before a panel of at least three HR experts drawn from both industry and academia.
- (e) In assessing the project, the panelists shall evaluate the project in terms of its ability to solve an HR problem existing in an organisation.
- (f) The panelists will award a mark out 100 percent for the final project
- (g) The pass mark shall be 70%.

#### **3.1 Appeal**

A student who is not satisfied with the verdict of the panelists shall be accorded an opportunity to appeal.

### **4.0 STRUCTURE OF THE PROJECT PROPOSAL AND REPORT**

The industry-based project is done in two phases. The first phase is the project proposal and the second is collection of data, analysis, and presentation of results and conclusions. The structure of the industry based project helps the trainee to logically divide the work into coherent, unified and sequenced presentation. A typical structure of an industry-based project: contains the following main sections:

- (a) Title page/cover page;
- (b) Preliminary pages – (declaration, dedication, acknowledgements, table of contents, abbreviations, list of tables, abstract);
- (c) Introduction;
- (d) Literature review;
- (e) Research Methodology;
- (f) Data analysis, Results and Discussion;
- (g) Conclusion and Recommendations;
- (h) References list; and
- (i) Appendices.

#### 4.1 The proposal

The proposal is presented in three chapters as shown in Table 1

**Table 1: Structure of the Proposal**

| SN/<br>NO. | SECTION           | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.         | Cover Page        | <p>All text on the cover page is centered vertically and horizontally. It should not be numbered and is not listed on the table of contents.</p> <p>It contains: Title, your full name, registration number, statement of fulfillment and year in which report is submitted</p>                                                                                                                                                                                                                                                                                                                                                                                                |
| 2.         | Preliminary Pages | <ul style="list-style-type: none"> <li>• Declaration page ( done on 1 page)</li> <li>• Dedication (done on 1 page but only 1-2 paragraphs)</li> <li>• Acknowledgements (1 to 1.5 pages) on own page)</li> <li>• Table of Contents (list all numbered headings and subheadings) ( 2-4 pages depending on size of report)</li> <li>• List of Figures (own page)</li> <li>• List of Tables (own page)</li> <li>• Abbreviations and Acronyms (own page)</li> <li>• Abstract (1 page)</li> </ul> <p><i>All the above must use Roman numbers for pagination (i.e., I, ii, iii etc). The rest that follow below must be in Arabic numbers for pagination (i.e., 1, 2, 3 etc).</i></p> |

| SN/<br>NO. | SECTION     | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.         | Chapter One | <p><b>INTRODUCTION</b></p> <p><b>1.1. Background to the Study (1 to 1.5 Pages)</b><br/> The primary goal of this section is to catch the attention and interest of the reader. It sets the stage for the study and puts the topic in perspective. Contains general statements about the need for the study. Use dramatic illustrations or quotes or statistics to set the tone.</p> <p><b>1.2 Statement of the Problem (0.5 Pages)</b><br/> <p>The problem is the focal point of your research. A problem is any situation where a gap exists between the actual and the desired ideal state. Define the root problem rather than symptoms. It is stated in one sentence of about 15 words but with a few paragraphs elaborating why the problem is important enough to study. Example: This study, therefore, seeks to establish the factors that have led to the voluntary turnover of Business Development Officers in XYZ Ltd. Or this study will assess the challenges facing implementation of the new human resource policy on workforce diversity in ABC company.</p> <p><b>1.3 Purpose of the Study ( 1 Paragraph)</b><br/> <p>This is a single sentence that explains what the study intends to accomplish.</p> <p><b>1.4 Objectives (Minimum of Three, Maximum of Five)</b><br/> <p>Objectives are derived from the statement of the problem. They refer to clear, concise statements of what the researcher seeks to achieve at the end of the study (anticipated products/results) that are expected to be met by this research. Objectives provide a clear sense of purpose and direction and lead to greater specificity than research questions. They must show relationships between two or more variables.</p> </p> </p></p> |

| SN/<br>NO. | SECTION | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |         | <p>Example: To establish the relationship between employee training and voluntary turnover of business development officers or To identify the factors that influence successful implementation of projects.</p> <p>Use active verbs examples: The objectives of this study are: To develop; to determine; to assess; incorporate; compare; explore; evaluate; inquire; test; create; describe; differentiate; establish, trace etc.</p> <p><b>1.5 Research Questions / Hypotheses (3 – 5 Questions but Depending on Number of Objectives)</b></p> <p>Research questions are central to both qualitative and quantitative research. They indicate clearly what you want to know and they focus the study. They clarify relationships among variables and support competing hypotheses or theoretical views. Research questions can be used to delineate the variables in your research objectives to make them clearer and measurable. They always correspond to the research objectives. Example: Is there a significant difference between the frequencies of employer sponsored training and voluntary turnover of Business Development Officers in XYZ co.? Or what are the factors that influence successful implementation of HRM policies?</p> <p><b>Hypotheses</b> are testable statements derived from an intelligent guess about a relationship. It is the researcher's anticipated explanation or opinion regarding the results of the study. It may be directional or non-directional and is based on findings of previous research gained from a thorough literature review. Variables must be clearly operationalised. If you state hypotheses in your study, you must test and show clearly in the methodology section how these will be tested.</p> <p>Depending on the type of study, you can choose either research questions or hypotheses.</p> |

| SN/<br>NO. | SECTION | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |         | <p><b>1.6 Significance of the Study (1 to 2 Paragraphs)</b></p> <p>This is also known as rationale and it provides a rationale to justify the reason for your study. It answers the questions: Why is my study important? To whom is it important? And what benefit will occur if I do this study?</p> <p><b>1.7 Delimitation of the Study (1 to 2 Paragraphs)</b></p> <p>This is a statement describing the scope of your study in terms of the variables studies, population and site of study.</p> <p><b>1.8 Limitations of the Study (1 to 2 Paragraphs)</b></p> <p>In this section you explain those factors that are likely to present challenges in your study and also indicate how you will overcome them.</p> <p><b>1.9 Assumptions of the Study (1 to 2 Paragraphs)</b></p> <p>The most obvious assumptions include: the sample represents the population; the data collection instrument has validity and is measuring the desired constructs; the respondents will answer questions correctly and truthfully. Indicate what the assumptions of your study are.</p> <p><b>1.10 Definitions of Significant Terms (1 to 2 Pages)</b></p> <p>In this section you state what the significant terms mean in the context of your study. For example: “development projects refer to all projects financed by CDF and completed in Langata constituency”</p> <p><b>1.11 Summary ( 1 Paragraph)</b></p> <p>Highlight the main points discussed in the chapter.</p> |

| SN/<br>NO. | SECTION     | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.         | Chapter Two | <p><b>LITERATURE REVIEW (8 – 12 Pages)</b></p> <p>Literature review shows what previous researchers have found out in the area. It is usually quite long but it depends more upon how much research has previously been done in the area you are investigating. If you are planning to explore a relatively new area, the literature review should cite similar areas of study or studies that lead up to the current research. Never say that your area is so new that no research exists. It is one of the key areas that a panel looks at when deciding if to approve or not approve your proposal.</p> <p><b><u>The structure</u></b></p> <p><b>2.1 Introduction</b> – Say what is contained in the literature review in one to two paragraphs, why the literature review is important, and how it is organised.</p> <p><b>Body</b> - You may then structure your literature review into sections each of which should address a specific theme (egg. those dealing with <u>secondary information on the topic generally</u> such as text books, and researched articles in journals dealing with <u>primary information on the topic in the area of study</u>. The aim is to critique the existing works so as to make a case for your own study. It should reveal a knowledge gap.</p> <p><b>Theoretical framework:</b> Structure of concepts that exists (tested) and is a ready-made map for a study. It must however be operationalised through a conceptual framework.</p> <p><b>Conceptual framework</b> – Consists of concepts pulled together as a map for a study This is a brief explanation of the relationships between the variables identified for study in the statement of the problem, objectives and research questions. It is always depicted diagrammatically showing the relationships between the independent and dependent variables.</p> |

| SN/<br>NO. | SECTION       | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.         | Chapter Three | <p><b>RESEARCH METHODOLOGY (3 – 5 pages)</b></p> <p><b>3.1 Introduction (1 paragraph)</b> – Should state what is contained in this chapter, namely, research design, methods of data collection and methods of data analysis)</p> <p><b>Research Design (½ a Page)</b> – should discuss your design which includes specifying type of research, whether quantitative or qualitative, survey, longitudinal or cross-sectional, or case study or historical, or experimental, etc.</p> <p><b>Target Population (½ a page)</b> - Provide a description of the population you wish to study. Indicate their characteristics and why it has been chosen</p> <p><b>Sampling Procedure (½ a page)</b> - This discusses how the sample is selected, sample size. Use a sampling matrix to show the population and selected sample.</p> <p><b>Methods of Data Collection (1 – 2 pages)</b> - should discuss issues related to instruments of data collection and procedures for administering them in the field).</p> <p><b>Validity and reliability (1 Paragraph)</b> – Describe how you have established these two. Reliability indicates the stability and consistency with which the data collection instrument measures the concept. Two common tests are test-retest and split-half reliability. Read more about how they are used. Validity test of a data collection instrument enables us to ascertain that we are measuring the correct concept and not something else. There are three types: Content, criterion and construct validity. Read more. Operational definition of variables: Specifies exactly how the concept will be measured and specifies procedures and operations necessary to measure a concept. Operationalising or operationally defining a concept.</p> |

| SN/<br>NO. | SECTION    | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |            | <p>to render it measurable is done by looking at the behavioural dimensions, indicators, facets or properties denoted by the concept. These are then translated into observable and measurable elements so as to develop an index of the concept. Measures can be objective or subjective, for example: Income can be measured by where one falls in an income bracket say 10,000 – 50,000, or successful projects would be measured in number of completed projects in use by the community – these would be considered objective measures. A subjective measure is based on opinion, for example: Customer satisfaction would be measured by perception of customer towards service received. Note that, it is not possible to construct a meaningful data collection instrument without first operationalising all your variables.</p> <p><b>Methods of Data Analysis (at Least ½ a Page)</b><br/>- should discuss issues related to qualitative and quantitative methods of data analysis and relate them to research questions. For each research question, show how you will analyse the variables and their relationships or differences. Describe the type of statistical techniques you will use and justify why you have chosen them.</p> <p><b>Summary – (1 Paragraph)</b><br/>Give a brief description of the main issues in the chapter</p> |
| 6.         | References | <p>Should contain at least 40 references. You should list all the references cited in the text of the proposal, arranged according to the APA style 5<sup>th</sup> edition.</p> <p>Download from the internet if you cannot access it elsewhere.</p> <p>The reference list at the end of the project report provides the information necessary to identify and retrieve each source.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| SN/<br>NO. | SECTION    | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            |            | <p>Choose references judiciously and include only the sources that were used in the preparation of the research project.</p> <p>American Psychological Association (APA) styles are commonly used in social sciences, business and economics fields.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 7.         | Appendices | <p>Should include the following:</p> <ul style="list-style-type: none"> <li>- Letter of transmittal of data collection instruments, particularly questionnaires, informing the respondents of the purpose of the research, requesting them to provide information by answering the questions honestly and completely and assuring them of confidential treatment of the information they provide.</li> <li>- Full text of data collection instruments (ensure that questions asked will obtain data that will be analysed using the methods selected to answer the research questions posed).</li> <li>- Timeframe</li> <li>- Budget</li> <li>- Any other material that is relevant to the study such as maps, pictures or statistics.</li> </ul> |

## 4.2 The Report

The report consists of the proposal and chapter 4 and chapter 5. These are described in Table 2 below.

| SN/<br>NO. | SECTION      | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                    |
|------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.         | Chapter Four | <p><b>DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION</b></p> <p>Analyse data collected which can be, primary or secondary, using appropriate statistical tools of analysis. Present the results in tables and figures and interpret them to give meaning to the figures. Discuss the results by relating to previous studies that are similar.</p> |

| SN/<br>NO. | SECTION         | DESCRIPTION                                                                                                                                                           |
|------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.         | Chapter<br>Five | <p><b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b></p> <p>The results are summarised and conclusions drawn. Recommendations for policy and practice are also made</p> |

[illegible]

[illegible]

[illegible]





**HUMAN RESOURCE MANAGEMENT  
PROFESSIONALS EXAMINATIONS BOARD**

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