



Training & Consulting

Developing Value

Course Guide

Leadership and People Management
Personal Development and Effectiveness
Image Management
Human Resources
Learning & Development
Human Resources Certification (CIPD, UK)

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Want to create value with training? Welcome to the guide that puts you on course.

Delivering consistently high levels of service to your clients requires staff that have the necessary skills to be able to fully achieve their performance objectives. This means that you need to be able to provide learning and development opportunities that are aligned to your corporate objectives but also develop and grow your people to meet the challenges they face whilst working for you.

Oriad Consulting offers top flight training solutions for creating business value. Our courses Support you in learning skills, behaviours and attitudes that you need in your job to:

- ✦ Provide answers to your questions about the subjects
- ✦ Provide a safe and enjoyable approach to learning
- ✦ Increase your motivation and resolve to do things differently
- ✦ Prompt your curiosity to learn more about the subjects

This course guide offers a diverse range of courses designed and delivered by experts to help develop advantage in the critical business areas of leadership, management and people development.

Our expert consultants can also develop your bespoke learning and development programme from scratch.

Top Flight training solutions for creating business value

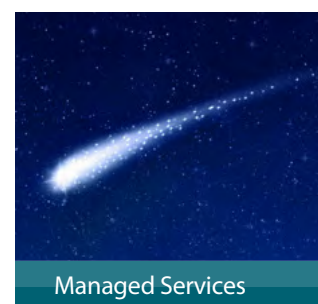
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TRAINING COURSES

Some of our courses are listed below but the list is not exhaustive. For organisational requirements, more specific courses can be developed after due review and analysis.

Introduction To Management

Who is it right for?

This course will benefit those new into management or those looking for a refresher into core management practices.

What will you get out of it?

The 2 day workshop covers the foundations of management and looks to define what is expected of a manager and what the specific activities that must be undertaken to fulfil the “task, team and individual” elements of a managerial role.

Delegates will be able to:

- ✦ Explain the different approaches, communication and behaviour styles that effective people managers should strive to demonstrate
- ✦ Utilise different tools to solve problems and consider how to apply to work related issues
- ✦ List the different team development stages and the role a manager plays in building high performing teams
- ✦ Create personal action plans, identifying specific tasks or activities to drive both own and team's performance

Course Timings:

2 days

Managing Mental Resilience Within Your Team

Who is it right for?

The aim of this course is to provide managers with the skills to recognise behaviour that suggests that someone is stressed, anxious or depressed, as well as the appropriate management skills needed to oversee this situation in a professional manner.

What will you get out of it?

Time off sick and poor timekeeping costs the economy millions of naira every year. This course helps managers to manage people who are struggling at work and so helps individuals and organisations to perform to higher standards.

- ✦ Building resilience for good mental health
- ✦ The causes, signs and symptoms and treatment and support options that relate to stress, anxiety and depression
- ✦ Promoting emotional well being
- ✦ Contributing towards a healthy work environment

Course Timings:

1 day

Recruitment & Selection Tools & Techniques

Who is it right for?

This course is designed to provide managers, supervisors or HR professionals with an understanding of the techniques required for successful recruitment. The recruitment process is reviewed from the point of deciding a vacancy exists through to the selection of the candidate.

What will you get out of it?

Managers will gain an in-depth understanding of the following:

- ★ Understand what planning and preparation is required before advertising for a vacancy
- ★ Plan and prepare for a selection interview
- ★ Interview and select potential employees with greater confidence
- ★ Review the information gained and make the best decision

Course Timings:

2 days

Coaching Skills

Who is it right for?

Most people learn how to do their jobs 'on-the-job'. Coaching supports this, but the learning is planned to bring about a specific result. Development of staff is now recognised as one of the key responsibilities of line managers, this course will equip managers with the skills for effective coaching.

What will you get out of it?

In addition to understanding what coaching is, managers will

- ★ Understand when coaching is an appropriate tool to use
- ★ Identify real learning objectives for coaching
- ★ Learn key skills for coaching – questioning and listening
- ★ Using a simple framework for a coaching conversation

Course Timings:

2 days

Managing Change

Who is it right for?

This course is for managers who need to lead and communicate change while making sure that their people go through the transition as positively as possible. The course concentrates on the communication of change as the primary tool in a manager's toolkit.

What will you get out of it?

You will learn how to:

- ✦ Identify the emotional stages that people experience when change happens
- ✦ Structure a change plan and communicate the plan according to appropriate communication methods
- ✦ State the why, who, how and when of managing change

Course Timings:

1 day

Working In A Changing Environment

Who is it right for?

This course is aimed at team members who are part of a changing workplace. The course would be suitable for individuals involved in one off major changes or individuals dealing with multiple smaller changes that affect their day-to-day activities and emotions.

What will you get out of it?

You will learn how to:

- ✦ Identify why change comes about and why organisations need change to survive and flourish
- ✦ Recognise the impact of change on individuals, teams and organisations
- ✦ Plan and prepare for change activities that you are affected by
- ✦ Create a proactive approach to dealing with a change programme

Course Timings:

1 day

Managing With Confidence

Who is it right for?

This course is designed for new managers who are looking to boost their confidence in managing their team and difficult situations. This course will help you to be more assertive in your communication, allowing you to manage performance more effectively

What will you get out of it?

You will learn how to:

- ★ Use assertive behaviour when communicating
- ★ Deliver difficult messages confidently
- ★ Deal effectively with challenging behaviour and performance
- ★ Be proactive in your approach

Course Timings:

1 day

Delegation And Motivation At Work

Who is it right for?

This course has been designed for managers who want to develop their delegation skills and to learn how to positively influence the motivation of others. The course focuses on why, when and how to delegate. It aims to boost your confidence to delegate.

What will you get out of it?

Managers will gain knowledge of:

- ★ Benefits of delegation for the individual, the team and the organisation
- ★ Why, when and how we delegate
- ★ Delegating effectively with confidence
- ★ Describing key motivators at work

Course Timings:

1 day

Effective Presentation Skills

Who is it right for?

This confidence building course focuses on planning and preparing the content of your presentation as well as receiving feedback on your delivery style. It is designed for people with little or no experience and provides a safe environment for practice.

What will you get out of it?

Delegates will learn how to:

- ✦ Delegates will learn how to:
- ✦ Give presentations with greater confidence and effectiveness
- ✦ Use a systematic approach to planning and preparing a presentation
- ✦ Deliver presentation with professional feedback

Course Timings:

2 days

The Art Of Prioritising

Who is it right for?

This course is designed for people at all levels who need to gain control of time and effectively prioritise their workload. Planning, organising, implementing and monitoring are essential elements of this programme, along with the need to delegate effectively.

What will you get out of it?

Delegates will learn how to:

- ✦ Set and manage priorities
- ✦ Take control of time
- ✦ Increase productivity
- ✦ Improve work life balance

Course Timings:

1 day

Managing Meetings

Who is it right for?

Do your meetings include: agendas that are muddled or overcrowded? Agenda points that change during the meeting? People attend irregularly or are often late? If this describes any of the meetings that you attend, this is the compact half day course for you.

What will you get out of it?

Delegates will learn how to:

- ✦ Make meetings shorter, more focused and productive
- ✦ Develop a concise checklist for planning and preparing meetings
- ✦ Use interpersonal skills to lead, chair and control meetings

Course Timings:

1 day

Performance Management

Who is it right for?

This This course is designed for managers who need to increase and maximise the benefits of their performance review process. It is aimed at organisations that use processes which include objective setting as a measurement of performance. The skills, techniques and application of interviewing are practised as part of the training. This course is about managing and driving business performance mainly because performance in this business doesn't drive itself - that's what you do, or should be doing, day in day out, when things are going well and when things are tough.

What will you get out of it?

Delegates will learn:

- ✦ The benefits of the performance review system
- ✦ Follow and understand the performance management cycle
- ✦ Skills for managing low and high performers

Course Timings:

2 days

Introduction To Project Management

Who is it right for?

This workshop is designed to equip participants with the essential knowledge and tools of implementing and managing non-complex projects.

What will you get out of it?

Delegates will learn:

- ✦ How to identify the key issues in managing projects
- ✦ The life-cycle of a project from
- ✦ Commissioning projects to completion
- ✦ Identifying key stakeholders in projects

Course Timings:

2 days

Leadership Skills & Team Synergy

Who is it right for?

This workshop is designed to equip delegates with skills of intelligent leadership and building cohesion in teams.

What will you get out of it?

Delegates will learn:

- ✦ Teach how to identify and understand people with different personalities and get the best from them.
- ✦ Drive home the importance of team synergy and the interdependence of roles and functions in the workplace.

Course Timings:

2 days

Leadership & People Development

Who is it right for?

This course has been designed for people managers who need to consider the fundamental principles for managing and leading people in a growing environment. Participants may have had little or no formal training in this field; therefore the course will provide an overview of the necessary elements for being a successful people manager.

What will you get out of it?

Delegates will learn:

- ★ Appraise and identify personal leadership and management development areas
- ★ Describe and apply leadership and management best practices
- ★ Highlight barriers to effective leadership and management practice across Genesis and produce a proposed solution
- ★ Effectively motivate the team
- ★ Take ownership

Course Timings:

3 days

Corporate Ethics & Workplace Etiquette

Who is it right for?

Do you want staff that are aware of workplace dos and don'ts? Would you like to improve on etiquette at work and in your personal life? Are you concerned that the current prevalent etiquette at work is not contributing to your corporate brand? Then this course is for you.

What will you get out of it?

Delegates will benefit from:

- ★ Awareness of morale code of conduct at work
- ★ Knowledge of good workplace habits in line with organisation's corporate culture
- ★ Make good impressions first time

Course Timings:

1 day

Grooming & Comportment

Who is it right for?

This course is designed for those who want to go the extra mile in creating a total package professional image.

What will you get out of it?

This course will enable delegates to:

- ✦ Instill polish and poise in delegates
- ✦ Cover the basics of creating a professional impression

Course Timings:

1 day

Managing The Customer Experience

Who is it right for?

This course is designed for customer facing individuals. If you are new to customer service, this course will provide you with the structure and fundamental skills required to grow in your role. Equally, it will work well as a refresher for those that are well established in a customer service environment.

What will you get out of it?

This course will enable delegates to:

- ✦ Describe what excellent service really means to you and their customers
- ✦ Identify the barriers that can impact good service
- ✦ Recognise the importance of listening and not making assumptions
- ✦ Convert customers to business advocates

Course Timings:

1 day

Communications Etiquette

Who is it right for?

This course is designed to equip you with a greater understanding of the importance and impact of effective communication – verbally, vocally and visually.

What will you get out of it?

This course will enable delegates to:

- ✦ Identify your own communication style and that of others
- ✦ Recognise your own behaviours and how to improve on them
- ✦ Understand modern communication methods in the professional environment Use key communication skills to enhance your success as a communicator

Course Timings:

1 day

Improving Personal Productivity

Who is it right for?

If you asked several people what personal productivity meant to them you would probably receive a different definition of the term from each individual. Some might say personal productivity is getting more stuff finished in a timely manner. Some would tell you that personal productivity is setting goals and accomplishing those goals. Others might even tell you that the term meant nothing to them at all. So what does Personal Productivity mean to you and how do you improve it?

What will you get out of it?

This course will enable delegates to:

- ✦ Maximize personal productivity
- ✦ Set goals in line with personal values
- ✦ Demonstrate the skills necessary to plan your time effectively
- ✦ Enhance your relationship with others and yourself
- ✦ Maintain toughness and resilience in difficult situations
- ✦ Plan for your future goals and objectives

Course Timings:

1 day



HUMAN RESOURCES AND LEARNING & DEVELOPMENT COURSES

Understanding Organisations and the Role of Human Resource

This course provides an introduction to the role of human resources and learning and development (HR/L&D) operations within an organisation and environmental context. By the end of this course the learner will have developed their understanding of how HR activities support an organisation's strategy and assist the achievement of business objectives and how these are shaped by internal and external factors.

On completion of this course, learners will:

- 1 Understand the purpose of an organisation and its operating environment
- 2 Understand the structure, culture and functions of an organisation
- 3 Understand how HR activities support an organisation

Course Timings:

2 days

Developing Yourself as an Effective HR or L&D Practitioner

The CIPD has developed a map of the HR profession (HRPM) that describes the knowledge, skills and behaviours required by human resources (HR) and learning and development (L&D) professionals. This course is designed to enable the learner to develop a sound understanding of the knowledge, skills and behaviour required of a professional practitioner, whether their role is generalist in nature or specialist, for example L&D. It will enable learners to develop a personal development plan, following a self assessment of learning and development needs that meet their personal and professional requirements

On completion of this course, learners will:

- 1 Understand the knowledge, skills and behaviours required to be an effective HR or L&D practitioner
- 2 Know how to deliver timely and effective HR services to meet users' needs
- 3 Be able to reflect on own practice and development needs and maintain a plan for personal development

Course Timings:

2 days

Recording, Analysing and Using Human Resources

This course develops the learner's understanding of the important contribution that accurate data, whether stored manually or electronically, can make to the human resources (HR) or learning and development (L&D) function. It covers the legal implications of storing personnel data and will enable the learner to record data and information and to interpret, analyse and present information clearly and accurately in an appropriate format in support of decision-making to meet organisation-wide objectives and support L&D solutions for individuals and groups within the organisation.

On completion of this course, learners will:

- 1 Understand what data needs to be collected to support HR practices
- 2 Know how HR data should be recorded, managed and stored
- 3 Be able to analyse HR information and present findings to inform decision-making

Course Timings:

2 days

Resourcing Talent

Organisational success depends on having the right skill mix. This course provides an introduction to the resourcing and talent planning process. Studying this course will enable learners to understand the factors that impact on an organisation's resourcing and talent planning activities. They will learn about the relationship between recruitment and selection by identifying the key stages in each separate but related process. The benefits to the organisation of attracting and retaining a diverse workforce will be emphasised. They will be able to make a positive contribution to the recruitment and selection process by developing their knowledge and skills in defining and writing job descriptions, contributing to the job advertisement process, short listing, conducting face-to-face or telephone interviews and contributing to job offer and rejection letters. Key legislation pertaining to recruitment and selection will be covered. Finally, they will also learn more about good practice in employee induction and retention and the importance of collaborative working with other stakeholders.

On completion of this course, learners will:

- 1 Be able to explain the factors that affect an organisation's talent planning, recruitment and selection policy
- 2 Be able to identify appropriate recruitment and selection methods
- 3 Be able to contribute to the recruitment and selection interviewing process for a job role
- 4 Understand the importance of effective induction

Course Timings:

2 days

Supporting Good Practice In Managing Employment Relation

Managing the employment relationship effectively is a key part of the role of the human resources (HR) practitioner. This course aims to introduce a number of aspects of this task and to provide an introduction to employment law within the context of employee relations. It starts with an explanation of the employment relationship and the key parties that are involved within it. It then focuses on different aspects of HR activity, looking at good practice and legal requirements within each activity. It is recognised that learners need to have a basic understanding of employment law to enable them to operate effectively. The course assumes no prior understanding of employment law.

On completion of this course, learners will:

- 1 Understand the impact of employment law at the start of the employment relationship
- 2 Understand the main individual rights that the employee has during the employment relationship
- 3 Understand the issues to address at the termination of the employment relationship

Course Timings:

2 days

Supporting Good Practice In Performance And Reward Management

This course provides an introduction to the purpose and processes of performance and reward management and the role of human resources (HR) in promoting and supporting good practice. Studying this course will enable learners to develop their understanding of how motivational theories and associated tools can be used within the context of performance and reward management and how these can have a positive impact on an organisation's business objectives. It also provides an overview of appropriate skills and good practice associated with performance management reviews and follow-up and the data management aspects. Additionally learners will understand the role of financial and non-financial benefits and important determinants of reward decisions. On completion, learners should feel more confident in providing first-line support to managers and employees on the subject of performance and reward management.

On completion of this course, learners will:

- 1 Be able to explain the link between organisational success, performance management and motivation
- 2 Be able to explain the relationship between performance management and reward
- 3 Be able to contribute to effective performance and reward management in the workplace
- 4 Be able to conduct and reflect upon a performance review

Course Timings:

2 days

Supporting Change Within Organisation

This course covers the main factors that need to be considered in the change process and will enable learners to understand why organisations need to change with reference to key internal and external factors. Change concepts and different ways of managing change will be introduced. People also respond to change in different ways and this manifests itself in variable behaviours. This aspect will be given particular attention along with the implications for the human resources (HR) function. Learners will develop a better understanding of the change process and enhance their ability to support the organisation and its employees.

On completion of this course, learners will:

- 1 Understand why organisations need to change and how change affects organisations
- 2 Understand the key factors involved in the change process and different approaches to managing change
- 3 Understand the impact of change on employees and the role of HR

Course Timings:

2 days

Delivering Learning and Development Activities

This core course will provide the knowledge and skills required to deliver planned learning and development (L&D) activities, eg one-to-one, small group and large group sessions. The need for learning and development arises for diverse reasons, including both individual self-assessment and organisational assessment. A learning and development needs analysis may identify organisational challenges or problems affecting employees, eg major organisational change; the introduction of new operations or systems and/or the maintenance of existing operations or systems. The identification of learning and development needs may also arise during an induction process. This course will review adult learning principles and the learning cycle, but the main focus will be on the importance of creating and maintaining a positive learning environment and the knowledge and skills required for the actual delivery of an activity or session.

On completion of this course, learners will:

- 1 Be able to create an environment conducive to learning
- 2 Be able to plan and deliver learning and development programme activity to individuals and groups
- 3 Know how to review learning and development

Course Timings:

2 days

Business Issues And The Contexts Of Human Resources

Human resources (HR) professionals need to understand key developments in the business and external contexts within which HR operates. This course enables learners to identify and review the business and external contextual factors affecting organisations and to assess the impacts of these factors on the HR function. The course also examines HR's role in strategy formulation and implementation. The course is designed to encourage learners to adopt a critical perspective of these contexts and to provide workable organisational and HR solutions to address them.

On completion of this course, learners will:

- 1 Understand key contemporary business issues affecting the HR function within private, public and third sector organisations.
- 2 Understand the main external contextual factors impacting on organisations and the HR function.
- 3 Understand the role of HR in the managing of contemporary business issues and external contexts.
- 4 Understand how organisational and HR strategies and practices are shaped and developed.
- 5 Know how to identify and respond to short-term changes in the business and external contexts.

Course Timings:

2 days

Developing Professional Practice

This course is designed to enable the learner to develop a sound understanding of the knowledge, skills and behaviours required by human resources (HR) professionals, whether in a generalist or specialist role, and as described in the CIPD HR Profession Map (HRPM). The course embraces the 'thinking performer' perspective and covers the competencies needed by the HR professional in a personal capacity, when collaborating and working with others, and when functioning efficiently and effectively in an organisational context. It will enable learners to assess their own strengths and identify a continuing professional development (CPD) plan, based on the capabilities required for ethical, business-focused and interpersonal professional conduct.

On completion of this course, learners will:

- 1 Understand what is required to be an effective and efficient HR professional.
- 2 Be able to perform efficiently and effectively as a self-managing HR professional.
- 3 Be able to perform efficiently and effectively as a collaborative member of working groups and teams and as an added- value contributor to the organisation.
- 4 Be able to apply CPD techniques to construct, implement and review a personal development plan.

Course Timings:

2 days

Using Information in Human Resources

Human resources (HR) professionals need to be able to present a viable and realistic case for improvement based on sound work-based research and an understanding of what is considered good practice. This core course develops the skills of research and enquiry in order to enable learners to identify appropriate data sources to support an investigation into an area of HR practice and to synthesise and apply this data, to evaluate the role of HR in business and strategy formulation and implementation, and to prepare and present a business case for improvement.

On completion of this course, learners will:

- 1 Know how to identify and scrutinise appropriate HR data sources.
- 2 Be able to conduct small-scale research and analyse the findings.
- 3 Be able to draw meaningful conclusions and evaluate options for change.
- 4 Know how to deliver clear, business-focused reports on an HR issue.

Course Timings:

2 days

Managing and Co-Ordinating the Human Resources Function

The purpose of this course is to introduce learners to human resources (HR) activity and to the role of the HR function in organisations in general terms. It focuses on the aims and objectives of HR departments in contemporary organisations and particularly on the ways that these are evolving. Different ways of delivering HR objectives and emerging developments in the management of the employment relationship are explored as well as the methods that can be used to demonstrate that the function adds value for organisations. The course also aims to inform learners about published research evidence linking HR activity with positive organisational outcomes. The case for professionalism and an ethical approach to HR is introduced as is the role played by HR managers in facilitating and promoting effective change management.

On completion of this course, learners will:

- 1 Be able to explain the purpose and key objectives of the HR function in contemporary organisations.
- 2 Understand how HR objectives are delivered in different organisations.
- 3 Understand how the HR function can be evaluated in terms of value added and contribution to sustained organisation performance.
- 4 Understand the HR function's contribution to effective change management.
- 5 Be able to explain the role of ethics and professionalism in HR management and development
- 6 Understand the relationship between organisational performance and effective HR management and development.

Course Timings:

2 days

Employee Engagement

This course is intended to provide learners with a broad understanding of what is meant by employee engagement, including how it can be linked to and yet be distinguished from other related concepts. It covers the components of employee engagement and the processes through which high levels of engagement can be secured and sustained within an organisation, with special reference to the comprehensive application of human resources (HR) policies, strategies and practices. The course also introduces the learner to the principles of and applications for high-performance working (HPW).

On completion of this course, learners will:

- 1 Understand what is meant by employee engagement, including how it can be linked to and yet be distinguished from other related concepts.
- 2 Understand the components of employee engagement, with reference to the application of relevant HR policies, strategies and practices.
- 3 Understand the importance of employee engagement as a contributor to positive corporate outcomes.
- 4 Be able to evaluate the findings of recent studies that demonstrate the incidence of employee engagement, principally within the UK economy but also within relevant international settings.
- 5 Know how to implement HR strategies and practices intended to raise levels of employee engagement in a specific organisational context.
- 6 Understand the future for employee engagement, principally throughout the UK economy but also within the globalised world of work more generally.

Course Timings:

2 days

Resourcing and Talent Planning

A fundamental part of the human resource (HR) management role is concerned with the mobilisation of a workforce, taking responsibility for ensuring that the organisation is able to access the skills it needs at the time and in the places that it needs them to drive sustained organisation performance. This involves attracting, retaining and, from time to time, managing the departure of staff from the organisation. Achieving this requires insight-driven strategic and operational activity. Organisations are obliged to compete with one another to secure the services of a workforce in labour markets that are continually evolving. One of the major aims of this course is thus to introduce learners to the strategic approaches that organisations take to position themselves as employers in the labour market and to plan effectively so that they are able to meet their current and anticipated organisational skills needs. Another is to introduce the key operational tools, techniques and practices that organisations use to resource their organisations effectively. These encompass recruitment, selection, workforce planning, staff retention, succession planning, retirement and dismissal processes. The purpose of this course is to provide an overview of the way different organisations are managing these activities and which are the most effective in the context of diverse and distributed locations.

On completion of this course, learners will:

- 1 Understand key contemporary labour market trends and their significance for different kinds of organisation and in different country contexts.
- 2 Be able to undertake core talent planning activities.
- 3 Know how to contribute to the development of resourcing strategies.
- 4 Be able to manage recruitment and selection activities effectively and within the expectations of the law and good practice.
- 5 Understand how to maximise employee retention.
- 6 Know how to manage dismissal, redundancy and retirement effectively and lawfully.

Course Timings:

2 days

Contemporary Developments in Human Resource

Human resource (HR) professionals need to understand key developments in the theory and practice of human resource development (HRD), both within and beyond the immediate organisational context. This course allows learners to build on their knowledge and develop new understanding required to make informed and effective judgements about existing and emerging models, processes and practices in HRD. The course is designed to encourage learners to compare, contrast and evaluate developments in theory and practice that influence the design, delivery and management of HRD to drive sustained business performance and anticipate future organisational needs.

On completion of this course, learners will:

- 1 Understand competing approaches that contextualise contemporary developments in HRD.
- 2 Understand contemporary external trends and data and the implications of these for HRD practice.
- 3 Understand the role and contribution of HRD practice to developing different categories of employees and organisation functions.
- 4 Understand contemporary developments in HRD practice.

Course Timings:

2 days

Organisation Design

Ensuring that an organisation is appropriately designed to deliver organisation objectives in the short and long term is critical to sustainable organisation performance. Driven by organisation business strategy and operating context, organisation design is a conscious process of shaping and aligning the various organisational components: structure, size, systems, processes, people, performance measures, culture and communication. This course explores, through a review of theories and models, the elements that contribute to organisation design and the development of organisation insight crucial to building agile and adaptable organisations, with healthy cultures that are essential to meet current and future challenges.

On completion of this course, learners will be able to:

- 1 Understand the historical and theoretical basis of organisation design and the relationship between organisational elements and the business strategy.
- 2 Understand the key factors to be considered in the design of organisations and the implications for the management and development of people and resources.

Course Timings:

2 days

Organisation Development

According to the CIPD definition, the purpose of organisation development is to take 'a planned and systematic approach to enabling sustained organisation performance through the involvement of its people'. To this end organisation development focuses on making interventions and driving improvements to organisational success by facilitating the ways in which employees - individuals, groups, and teams, are motivated to perform and are rewarded for performance; are involved in the business decision making processes; interact with, and relate to each other; acquire and develop knowledge, experience and skills in the context of rapidly changing organisational environments. This course provides a good foundation of underpinning organisation development theory and knowledge, including its relationship to organisation design and change management, and how effective organisation development interventions can increase business performance and productivity.

On completion of this course, learners will be able to:

- 1 Understand the underpinning history, theories, and principles of organisation development.
- 2 Understand the organisation development process.
- 3 Understand various organisation development practices, models, and approaches
- 4 Understand the value of organisation development interventions to business performance and productivity.

Course Timings:

2 days

Learning & Talent Development

The contribution of learning and talent development to both formulating and achieving objectives

Learning and development and its central contribution to talent management is recognised and acknowledged to be a significant lever in achieving economic, social and cultural aspirations, ambitions and objectives of governments, work organisations and individuals. Perhaps less recognised, but of equal importance, is the potential role of learning and development in formulating and agreeing aspirations, ambitions and objectives. The contribution of learning and talent development to both formulating and achieving objectives forms a core rationale and component of this module. So too does the contextual nature of notions of talent and their connections with national and organisational policy and strategies intended to promote similarly contextual notions of success.

This module will develop a critical understanding of the potential and limitations of the contribution of learning and talent development policies and strategies to formulating and achieving objectives at national, organisational, group and individual levels and will enable the development of intellectual, social, professional and personal skills to perform effectively in associated professional roles. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint, explores the implications for professional practice and provides opportunities for applied learning and continuous professional development.

On completion of this module learners will be able to:

- 1 Critically analyse and evaluate the formulation and implementation of processes of learning and talent development strategies for defining and achieving current and future effectiveness at national, organisational, group and individual levels.
- 2 Critically evaluate the potential and appropriateness of a range of learning and talent development strategies, policies and methods with reference to relevant contextual factors.
- 3 Lead the initiation, development and implementation of learning and talent development strategies, interventions and activities.
- 4 Work effectively and collaboratively with key internal and external partners and stakeholders to diagnose and manage learning and talent development response to problems and issues and ensure clarity of role and contribution to agreed responses.
- 5 Critically assess the role and influence the politics of learning and talent development policy and practice in a range of contexts.
- 6 Act ethically and professionally with a demonstrated commitment to equality of opportunity and diversity in learning and talent development and to continuous personal and professional development.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers

Leadership & Management Development

Identify evidence on effective approaches to Human Resource Practice

The focus of this module is on the development of leadership and management in facilitating organisational, team and individual change and growth. There is recognition of differing approaches and interpretations of the concepts of leadership and management within a range of organisational contexts including public, private, not-for-profit, large, small, national, international and multicultural organisations. This module encompasses the development of leadership and management at all levels ranging from first line to senior managers and draws on the established body of knowledge and theory in both leadership and management and learning and development, in addition to the growing body of specialist knowledge in leadership and management development.

The module will enable learners to develop a critical understanding of the complexities and contested nature of leadership and management and the contextual opportunities for development. It will enable learners to develop a range of personal and professional skills associated with the development of leadership and management strategies to facilitate organisational development and change. The module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

On completion of this module learners will be able to:

- 1 Explain and critically analyse the concepts of leadership and management and their application in an organisational, social, environmental and multicultural context.
- 2 Evaluate, select and apply a range of approaches to identifying leadership and management development needs in differing organisational contexts.
- 3 Critically analyse and evaluate approaches to the formulation and implementation of leadership and management development strategies to meet current and future organisational needs.
- 4 Design, critically evaluate and advise on a range of leadership and management development interventions to implement leadership and management development strategies and plans.
- 5 Work collaboratively, ethically and effectively to support a partnership approach to leadership and management development.
- 6 Explain and evaluate the role of leadership and management development in enhancing and developing organisational competence.
- 7 Critically assess and evaluate approaches to the development of leadership and management in international and global contexts.
- 8 Act ethically and professionally with a demonstrated commitment to leadership and management development and to continuous personal and professional development.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers

Leading, Managing and Developing People

Identify evidence on effective approaches to Human Resource Practice

This module aims to provide learners with a rigorous framework of knowledge and understanding concerning people management and development that they will need whatever the degree of specialisation they later elect to follow. It has a number of distinct learning objectives. First, the module seeks to familiarise learners with major contemporary research evidence on employment and effective approaches to human resource (HR) and learning and development (L&D) practice. Research focusing on the links between people management practices and positive organisational outcomes is covered, as is research that highlights major contemporary changes and developments in practice. Second, the module introduces learners to major debates about theory and practice in the specific fields of leadership, flexibility and change management, the aim being to help them become effective managers as well as effective HR specialists, managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance. The module also introduces the major aims of HR and L&D and explores how these are achieved in practice in different types of organisational scenario. Finally, the module requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

On completion of this module learners will be able to:

- 1 Review and critically evaluate major contemporary research and debates in the fields of human resource management (HRM) and human resource development (HRD).
- 2 Evaluate major theories relating to motivation, commitment and engagement at work and how these are put into practice by organisations.
- 3 Debate and critically evaluate the characteristics of effective leadership and the methods used to develop leaders in organisations.
- 4 Contribute to the promotion of flexible working and effective change management in organisations.
- 5 Critically discuss the aims and objectives of the HRM and HRD function in organisations and how these are met in practice.
- 6 Assess the contribution made by HRM and HRD specialists in different types of organisation.
- 7 Promote professionalism and an ethical approach to HRM and HRD practice in organisations.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers

Organisational Design and Development

Develop a critical understanding of organisation design and development

This module covers organisation design and organisation development and will enable learners to develop a critical understanding of the theory and conceptual framework of organisation design and of the principles and practices of organisation development. Both are critical to our understanding of organisations and how they function and both reside within a framework of organisation theory. The module focuses on decisions that have to be made on the most appropriate organisational structure(s) to ensure delivery of organisational activity. Organisation design is about shaping an organisation to maximise its effectiveness, aiming for flexibility in delivery of its services. Through breaking down departmental barriers, seeking improved supply efficiencies, teamwork and collaboration and working towards better customer management and retention, organisations can enhance their performance and ensure that organisational goals and targets are achieved. Organisation design activities therefore focus on finding the most appropriate structures, relationships between departments and sections, and allocation of work activities, including definition of duties and role responsibilities. It has a clear link to performance management in that effective delivery of work and output will be measured and managed.

The module also focuses on how an organisation's culture, values and environment support and enhance organisational performance and adaptability. Organisation development is defined by CIPD as a 'planned and systematic approach to enabling sustained organisation performance through the involvement of its people'. This might include how organisational members acquire new skills, knowledge and behaviours, and do things differently, often as part of the application of continuous improvement strategies. The concept of the 'learning organisation' as one of a number of organisation development strategies that might be adopted as part organisational change activities is also explored. The importance of cultural awareness in managing outcomes of design and development strategies, the practical applications of organisation design and organisation development concepts and the implications for the effective management of organisations and professional practice are considered.

On completion of this module learners will be able to understand, analyse and critically evaluate:

- 1 The historical and theoretical basis of organisation design and development and their context in terms of value and contribution to organisational life.
- 2 Available design options regarding organisational structures and relationships.
- 3 Processes and systems that need to be in place to maintain such structures and relationships, and evaluation of same.
- 4 Methods and procedures of organisation development and review their strategic impact.
- 5 Change management strategies and activities through the application of organisation development strategies, which might support organisation design and realignment outcomes.
- 6 Organisation culture, norms and behaviours.
- 7 The importance of the HR role in advising on these design and development choices and supporting their implementation.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers

Developing Skills for Business Leadership

Successful human resource (HR) professionals have different approaches to their work, sharing a range of diverse personality traits, attributes and beliefs. These underpin skills proficiency, but cannot in themselves be described as 'skills'. Yet often they are central determinants of an individual manager's effectiveness and are developed consciously over time and with an awareness of differing cultural contexts and operating environments. A key purpose of this module is thus to encourage learners to develop a strong sense of self-awareness and of their own strengths and weaknesses as managers and colleagues.

The module is primarily concerned with the development of skills, and specifically seeks to develop and improve a range of definable skills that are pivotal to successful management practice and to effective leadership. These include thinking and decision-making skills, the management of financial information, managing budgets, a range of team working and interpersonal skills and others associated with developing personal effectiveness and credibility at work. The module also seeks to develop further more-specialised skills that are of particular significance to effective higher-level people management and provides opportunities for applied learning and continuous professional development. Finally, the module seeks to help learners make the most of their formal programmes of study with the inclusion of key postgraduate study skills and requires critical reflection on theory and practice from an ethical and professional standpoint.

On completion of this module learners will be able to:

- 1 Manage themselves more effectively at work or in another professional context.
- 2 Manage interpersonal relationships at work more effectively.
- 3 Make sound and justifiable decisions and solve problems more effectively.
- 4 Lead and influence others more effectively.
- 5 Interpret financial information and manage financial resources.
- 6 Demonstrate enhanced IT proficiency.
- 7 Demonstrate an essential people management skill-set.
- 8 Demonstrate competence in postgraduate study skills.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers

HR Management in Context

Analyse environmental contexts and how to respond to these in dynamic environmental contexts

Human resource (HR) professionals and managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and whatever the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This module provides learners, first, with an understanding of the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which managers, HR professionals and workers interact in conditions of environmental turbulence, change and uncertainty. Second, the module examines how those leading organisations respond to these dynamic environmental contexts. Third, the module indicates how leaders in organisations, and those in the HR function, and line managers with HR responsibilities, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. They are also shaped by internal and external forces beyond their immediate control.

Having studied this module, learners will be aware that managers and HR professionals in different types of organisation (small, large, national, global), in responding to their internal, business and external environmental contexts, not only have opportunities and choices when taking organisational and HR decisions but also face some constraints on their autonomy in determining their futures. This module explores the implications for professional practice and provides opportunities for applied learning and continuous professional development.

On completion of this module learners will be able to understand, analyse and critically evaluate:

- 1 Contemporary organisations and their principal environments.
- 2 The managerial and business environment within which HR professionals work.
- 3 How organisational and HR strategies are shaped by and developed in response to internal and external environmental factors.
- 4 The market and competitive environments of organisations and how organisational leaders and the HR function respond to them.
- 5 Globalisation and international forces and how they shape and impact on organisational and HR strategies and HR practices.
- 6 Demographic, social and technological trends and how they shape and impact on organisational and HR strategies and HR practices.
- 7 Government policy and legal regulation and how these shape and impact on organisational and HR strategies and HR practices.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers

Investing A Business Issue From An HR Perspective

Diagnose and investigate a live complex business issue from an HR perspective and make actionable recommendations.

Human resource (HR) professionals and managers operate within increasingly complex and changing organisational and contextual circumstances, whether in the market, public or 'third' sectors and whatever the size of their organisations or the types of goods or services these enterprises produce for their customers or clients. This module provides learners, first, with an understanding of the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which managers, HR professionals and workers interact in conditions of environmental turbulence, change and uncertainty. Second, the module examines how those leading organisations respond to these dynamic environmental contexts. Third, the module indicates how leaders in organisations, and those in the HR function, and line managers with HR responsibilities, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. They are also shaped by internal and external forces beyond their immediate control.

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- 6 Demographic, social and technological trends and how they shape and impact on organisational and HR strategies and HR practices.
- 7 Government policy and legal regulation and how these shape and impact on organisational and HR strategies and HR practices.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers

Resourcing and Talent Management

The strategic and operational aspects of resourcing and talent management within a global context.

A major and fundamental objective of the human resources (HR) function is the mobilisation of a workforce. Organisations can only function if they are able to assemble together teams of people with the necessary skills, attitudes and experience to meet their objectives. A further objective is then to retain effective performers for as long as possible. From time to time it is also necessary to dismiss people from organisations. This module focuses on these activities, focusing not just on the practical aspects of recruitment, selection, employee retention and dismissal, but also on the strategic aspects to equip learners with the knowledge and skills required for resourcing and talent management within a global context. Skills can be sourced by hiring employees, but also through other means such as the employment of agency workers, subcontractors and consultants, or through outsourcing arrangements. To mobilise an effective workforce organisations hire people from employment markets, which obliges them to compete for talent with other employers whenever demand for skills is greater than the available supply. Effective organisations thus develop a strategic approach to the attraction and retention of staff, analysing their key employment markets and gaining an understanding of their dynamics so as to enable them to compete more effectively, both now and in the future. Indeed, planning to enable an organisation to meet its future demand for skills is an increasingly important HR role and is central to this module. As the skills that employers seek become more specialised, employment markets have tightened, leading to increased sophistication in the area of resourcing and talent planning. This is reflected in the increased use of proactive diversity management, employer branding, work-life balance initiatives and innovative approaches to job design, which are covered in this module. The module also requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

On completion of this module learners will be able to:

- 1 Analyse and evaluate the major features of national and international employment markets from which organisations source staff and ways in which these markets evolve or change.
- 2 Play a leading role in the development and evaluation of resourcing and talent management strategies, diversity management and flexible working initiatives.
- 3 Manage recruitment, selection and induction activities effectively, efficiently, lawfully and professionally.
- 4 Undertake and evaluate long- and short-term talent planning and succession planning exercises with a view to building long-term organisational performance.
- 5 Gather, analyse and use information on employee turnover as the basis for developing robust staff retention strategies.
- 6 Manage retirement, redundancy and dismissal practices fairly, efficiently and in accordance with the expectations of the law, ethical and professional practice.

Course Timings:

5 days

Suitable For:

- ✦ HR Managers & Senior Managers



CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT (CIPD) UK QUALIFICATIONS

The Chartered Institute of Personnel and Development (**CIPD**) is Europe's largest professional body for people working in human resources (HR). It approves a number of professional qualifications that will enable you to progress in HR.

Whether you're looking to work in the Human Resources or Training and Development fields or enhance your existing knowledge and skills, there are CIPD courses suitable for you. CIPD qualifications will equip you with the knowledge and skills that employers are looking for and are focused on the role of HR in building sustainable business success.

Please note that the duration below are indicative and more accurate timelines and costs can be provided on request.

Foundation | CIPD Qualifications

The **CIPD Certificate in Human Resource Practice** is a new HR qualification from the Chartered Institute of Personnel Development, replacing the popular CIPD Certificate in Personnel Practice (CPP). It offers the latest in HR management principles and equips you with practical skills and knowledge of the processes and strategies involved in successful personnel management and development. It will equip you for a support-level role in any HR department.

You will learn the fundamentals of HR Practice and build a firm foundation on which to base a successful career in human resources. You'll look at the role of human resources in business and learn to assess skills and knowledge and create skill sets that strengthen the workforce. You'll look at data analysis and learn techniques for personnel development and motivation, such as performance-related reward programmes. The legal aspects of personnel management will be examined, as will effective strategies for successful change management.

Once completed, the Certificate in Human Resource Practice at Foundation level will provide you with Associate level membership with CIPD and the knowledge you need to continue on to Intermediate and Advanced-level CIPD courses.

These Level 3 qualifications are for:

- ✦ Those who are aspiring to, or embarking on, a career in HR or Learning and Development (L&D)
- ✦ Who are working in the field of HR/L&D in a support role and wish to develop their knowledge and skills
- ✦ Who have the responsibility for HR/L&D activities and decisions within an organisation without a specialist function

On completion, you'll receive the CIPD Level 3 Certificate in Human Resource Practice or Learning and Development and Associate Membership of CIPD

Certificates

CIPD Certificate in HR Practice (CHRP)

Successful students receive the CIPD's Certificate in HR Practice and Associate Membership of the CIPD. This qualifications is intended for: 1. anyone working as an HR office/administrator/assistant 2. someone new to, or aspiring to HR roles.

CIPD Certificate in Learning and Development Practice (CLDP)

Successful students receive the CIPD's Certificate in Learning and Development Practice and Associate Membership of the CIPD.

Duration

9 days delivered in blocks of 3 days, 4 days and 2 days with a break of 2 months between each block.

Diplomas

CIPD Diploma in HR Practice (DHRP)

Evidence robust personal development for your career in HR through this CIPD accredited programme.

CIPD Diploma in Learning and Development Practice (DLDP)

Evidence robust personal development for your career in L&D through this CIPD accredited programme.

Duration

12 days delivered in blocks of 3 days, 4 days and 5 days with a break of 2 months between each block.

Intermediate | CIPD Qualifications

The **Intermediate Certificate in Human Resource Management** course is set at undergraduate level, and is accredited by the Chartered Institute of Personnel and Development (CIPD). It will develop your ability to evaluate the effectiveness of different HR models and practices, and increase the understanding of the external factors that impact upon HR activities and organisations. Whilst building expertise in your chosen HR specialist subjects, you will also develop your planning, analytical and problem-solving skills

The CIPD course will examine the role of an HR manager and a human resources department, looking at the different aspects of the role and how the functions are managed and coordinated.

According to CIPD, these Level 5 qualifications are ideal for those who:

- ✦ Seek to develop a career in HR management and development
- ✦ are working in the field of HR management and development and need to extend their knowledge and skills
- ✦ have responsibility for implementing HR policies and strategies
- ✦ need to understand the role of HR in the wider organisational and environmental context.

Certificates

CIPD Intermediate Certificate in HR Management (CHRM)

Successful students receive the CIPD's Intermediate Certificate in Human Resource Management and Associate Membership of the CIPD.

CIPD Intermediate Certificate in Human Resource Development (CHRD)

Successful students receive the CIPD's Intermediate Certificate in HR Development and Associate Membership of the CIPD.

Duration

12 days delivered in 3 blocks of 4 days each block 2 months apart.

Diplomas

CIPD Intermediate Diploma in HR Management (DHRM)

Successful students receive the CIPD's Intermediate Diploma in Human Resource Management and Associate Membership of the CIPD.

CIPD Intermediate Diploma in Human Resource Development (CHRD)

Successful students receive the CIPD's Intermediate Diploma in HR Development and Associate Membership of the CIPD.

Duration

16 days delivered in 4 blocks of 4 days each block 2 months apart.

Advanced | CIPD Qualifications

The **CIPD Level 7 Advanced Diploma in Human Resource Management** is the new postgraduate human resource qualification replacing the flagship CIPD Professional Development Scheme, and covers the essential knowledge and skills to be an effective HR practitioner. This human resource course, accredited by the Chartered Institute of Personnel and Development (CIPD), is ideal if you wish to advance your existing career in HR. The CIPD Level 7 Advanced Diploma in Human Resource Management will enable you to build on your existing knowledge of human resources management with a postgraduate CIPD course which will enable you to advance your career in HR.

You'll gain an understanding of the environment and contexts within which HR practitioners, management and workers interact, and become familiar with current research on approaches to human resource management and development in HR, helping you to become an effective manager as well as an HR practitioner. The human resources management course will also enable you to look more closely at resourcing and talent management and at ways of managing employment relations. And you can also study employment law.

According to CIPD, these Level 7 (Masters Level) qualifications are suitable for people who:

- ✦ have responsibility for Human Resource (HR) decision making within an organisation at either operational, tactical or more strategic level
- ✦ are HR professionals in a team or HR functional management role who are seeking to enhance and develop their career
- ✦ have responsibilities for the HR function and activities within an organisation without a specialist function
- ✦ are independent or employed HR consultants who support organisations in meeting their goals

Certificates

CIPD Advanced Level Certificate in Human Resources

This is the highest level Certificate offered by CIPD; its successful completion enables exemption from the first year of the CIPD Advanced Level Diploma in Human Resource Management or Human Resource Development.

12 days delivered in 2 blocks of 6 days each block 3 months apart

Diplomas

CIPD Advanced Diploma in Human Resource Management

This is the highest level qualification for HRM professionals and supports attainment of Chartered membership of the CIPD.

CIPD Advanced Diploma in Human Resource Development

This is the highest level qualification for HRD professionals and supports attainment of Chartered membership of the CIPD.

12 days delivered in block of 6 days each block 3 months apart.

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