CHRP
Examinations
Syllabus

Effective date: November 2016

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1. Background

Established under Sec. 16 of the Human Resource Management Professionals Act, No. 52 of 2012, the Human Resource Management Professionals Examinations Board (HRMPEB) is mandated to prepare syllabuses for Human Resource Management Professionals Examinations; make rules with respect to the examinations; issue certificates to candidates who have satisfied examination requirements; and promote recognition of its examinations locally and internationally.

2. Functions of HRMPEB

The functions of HRMPEB as stipulated on Sec 17 of the Human Resource Management Professionals Act, No. 52 of 2012, are as follows:

a) Prescribe and regulate syllabuses of instruction for human resource management professionals examinations;

b) Prepare and conduct examinations for persons seeking registration under the Act;

c) Make rules with respect to examinations;

d) Prescribe the fees and other charges payable with respect to such examinations;

e) Issue certificates to candidates who have satisfied examination requirements;

f) Issue professional qualifying certificates and other awards to candidates who have satisfied examination requirements;

g) Investigate and determine cases involving indiscipline by students registered with the Examination Board;

h) Promote recognition of its examinations locally and internationally;

i) Remit a proportion of not less than thirty percent of the fees collected under (d) to the Institute to support continuing human resource professional development; and

j) Do anything incidental or conducive to the performance of any of the preceding functions.

3. Aims of HRMPEB Examinations

The aims of HRMPEB examinations are:

a) To provide a body of knowledge, practical skills and required attitudes for delivery of human resource management services to stakeholders.

b) To develop pre-requisite levels of competence necessary for entry and career progression in the human resource management profession.

c) To provide practical application of best human resource management practices within professional standards of conduct and ethics. e .

4. Introduction to CHRP Examinations

The Certified Human Resource Professionals (CHRP) examinations are intended to assess candidates knowledge, skills and attitudes required for effective management of human resource to achieve organization and individual goals.

CHRP qualification is aimed at filling the skills gaps in training and development of HR professionals in the delivery of quality HR services. The qualification is therefore a requirement for everyone aspiring to be an HR professional and those already in the profession who require to upgrade their skills.

CHRP examinations are divided into three parts:
CHRP 1, CHRP II and CHRP 111.

CHRP I

This is the entry level into the HR profession which comprises Level 1 and 2. It is intended to prepare one for an HR Assistant role. It targets those interested in joining the HR profession but have no HR background or are direct school leavers. Those already working in the HR profession but with no relevant qualifications shall also start at this level. The course shall provide them with the general body of HR knowledge and skills required to manage human resources. The course shall further prepare the candidates to undertake higher levels of human resource professional training. Those candidates who successfully complete this part shall progress to CHRP II.

CHRP II

This part consists of Levels 3 and 4 which provides a transition from CHRP I course to an intermediate body of knowledge and skills required in the HR profession. The course is structured to accommodate candidates who are already in the HR profession with relevant HR qualifications, but need to enhance their HR knowledge and skills. It shall target those who hold CHRP I or Diplomas or Bachelors' degree in HR and related disciplines as provided in the rules and regulations governing entry requirements.

CHRP III

This part comprises Levels 5 and 6 which provides a progression from CHRP II course to advanced body of HR knowledge and skills. necessary for managing human resources at middle and top levels of HR management. It shall target holders of CHRP II or Higher Diplomas in HRM (KNEC) or Masters Degree holders in Human Resource Management.

5. General Regulations

The regulations are aimed at providing a framework regarding the approved institutions for offering CHRP Program and duration of the program. The CHRP course is designed to be covered within a duration of 2,970 hours, organized into CHRP I, CHRP II and CHRP III.

a) *CHRP Examinations Entry Requirements*

The minimum requirements for learners to register for this course are:

CHRP 1

i) Have passed Kenya Certificate of Secondary Education (KCSE) with an aggregate of C+ and a minimum grade of C in English and Mathematics.

OR

ii) Have equivalent qualifications subject to approval by the Examinations Board.

OR

iii) Have other relevant qualifications recognized by the Examinations Board.

CHRP II

i) Hold Certified Human Resource Professional (CHRP) I

OR

ii) Hold a Diploma in Human Resource Management from a recognized institution

OR

iii) Hold a Bachelors' Degree in Human Resource Management from a recognized university

OR

iv) Hold equivalent qualifications recognized by the Examinations Board

CHRP III

    i) Hold Certified Human Resource Professional (CHRP) II

<div align="center">OR</div>

    ii) Higher Diploma in Human Resource Management from KNEC or its equivalent.

<div align="center">OR</div>

    iii) Hold a Master's Degree in Human Resource Management from a recognized university.

<div align="center">OR</div>

    iv) Hold an equivalent qualification recognized by the Examinations Board.

b) *Exemptions to CHRP Examinations*

    i) HRMPEB may give exemptions to holders of Degrees, Diplomas and Certificates from recognized universities, examination bodies and other recognized institutions.

    ii) HRMPEB shall grant exemptions on paper by paper basis to applicants who meet the set criteria.

    iii) Applicants seeking for exemptions should complete the relevant application forms and pay the prescribed exemption fees.

    iv) All applications for exemptions must be accompanied by relevant supporting documents

c) *Eligibility for CHRP Examinations*

    i) HRMPEB shall offer external examinations while training institutions will conduct internal examinations .

    ii) HRMPEB examinations shall be offered twice in a year in June/July and November/December.

    iii)   HRMPEB shall prescribe registration dates and other examination requirements.

    iv)   HRMPEB may accept late examination registration subject to payment of late entry fees of 50% of the normal examination fee as determined from time to time.

6. CHRP Examinations

a) *Internal Examinations.* Training institutions will be prepare and mark internal examinations and issue statements of results to the learners. HRMPEB will not issue certificates for internal examinations.

b) *Award of CHRP Certificates.* HRMPEB shall offer CHRP examinations and award CHRP certificates to candidates who will have fulfilled all the requirements of the CHRP examinations.

c) *The HRMPEB published regulations* shall prevail in case of any inconsistencies with the current guidelines set out in the CHRP syllabus.

7. Workplace Attachment

The purpose of workplace attachment is to provide the learner with an opportunity to have firsthand experience on the activities undertaken in a HRM Department. The Workplace attachment will be undertaken at the end of the CHRP I course. During the attachment the following will apply:

a) The attachment period will cover a minimum of 660 hours in a well - established HR Department of an organization;

b) The learner will be supervised by two supervisors; one from the host organization and the other from the training institution;

c) The supervisor from the Training institution will be required to visit the host organization at least twice to assess the student within the period of attachment.

d) The learner will maintain a log book for daily activities undertaken in the HR Department ;

e) The learner will submit a Workplace Attachment Report to the Training institution at the end of the attachment period;

f) The training institution supervisor will assess the report and award marks accordingly.

8. Human Resource Research Project

The HR research project will form part of the partial fulfillment for the award of the CHRP Certification for CHRP III.

The following requirements will apply:

a) Each individual candidate will undertake an HR Research Project based on an identified human resource issue.

b) It is estimated that the actual HR Research project writing will take 93 hours.

c) Training institutions will ensure that each candidate's project is different from that of others. Each project should be supervised to ensure that the candidates receive adequate guidance. Projects shall be submitted to the HRMPEB at least two weeks before the beginning of the final examinations.

9. CHRP Examinations

The CHRP examinations constitute of three Parts namely, Part one (foundation), Part two (intermediate) and Part three (advanced). The following courses will be offered for CHRP examinations.

CHRP I

Level 1

Course Code	Course Unit Title
CHRP 01	Introduction to Human Resource Management
CHRP 02	Business Communication
CHRP 03	Business Law
CHRP 04	Introduction to Financial Accounting
CHRP 05	Principles and Practice in Management

Level 2

CHRP 06	Introduction to Economics
CHRP 07	Office Administration & Practice
CHRP 08	Organizational Theory and Behaviour
CHRP 09	Human Resource Administration
CHRP 10	Management Information Systems

CHRP II

Level 3

CHRP 11	Organization Change and Development
CHRP 12	Employee Resourcing
CHRP 13	Learning & Development

Level 4

CHRP 14	Reward Management
CHRP 15	Employee Relations
CHRP 16	Labour Laws

CHRP III

Level 5

CHRP 17   Leadership and Corporate Governance
CHRP 18   Strategic Human Resource Management
CHRP 19   Counseling and Coaching

Level 6

CHRP 20   Entrepreneurship and Human Resources Consultancy
CHRP 21   Human Resource Accounting
CHRP 22   Human Resource Research Project

CHRP I

LEVEL 1

CHRP 01 Introduction to Human Resource Management

1.1 Introduction

This is a foundation course in HRM aimed at equipping the learners with the requisite knowledge, skills and attitudes to manage the HR function at an entry level. The course covers the nature and purpose of HRM; human resource records and policies; human resource planning; job analysis, recruitment and selection; training and development; and reward motivation.

1.2 General Objective

To equip the learners with the fundamental principles of Human Resource Management.

1.3 Learning Outcomes

At the end of this course, the learner will be able to:

a) Discuss the nature of human resource management.
b) Discuss the importance of HR policies and records.
c) Undertake HR planning and staff recruitment and selection.
d) Illustrate the training and development process.

Course Unit Content

The topics and subtopics of the course unit are shown on the table below

TOPIC	SUB TOPICS
Overview of Human Resource Management	» Meaning and importance of HRM » Distinction between Personnel Management and HRM » HRM Functions » HRM Models » Emerging issues in HRM
Human Resource Policies	» Meaning and importance of HR Policies » Areas covered by HR policies » Process of developing HR policies » Types of HR policies » Sources of HR Policies » Qualities of a good HR policy
Human Resource Records	» Meaning and importance of HR Records » Types of HR Records » Importance of HRIS in records management

Human Resource Planning	» Overview of corporate strategic planning » Meaning and importance of HR planning » Features of HR Planning » Process of HR Planning » Types of HR Plans
Job Analysis	» Meaning and importance of Job Analysis » Process of Job Analysis » Components of Job Analysis » Methods of Job Analysis
Talent Sourcing	» Meaning and importance of talent sourcing » The Process of talent sourcing » Methods of talent sourcing » Selection process » Interview techniques » Tools for selecting candidates » Procedures to check references » Placement and induction process
Learning and Development	» Meaning and importance of learning and development » Aims of training and development » Learning and development needs analysis » Types of training and learning methods » Types of employee development » Learning evaluation methods

Performance Management	» Meaning and purpose of performance management » Components of performance management
Reward and Motivation	» Meaning and importance of reward and motivation » Benefit Programs such as healthcare plan, flexi time etc » Payroll processes » Effects of laws and regulations on compensation and benefits » Factors influencing remuneration » Theories of motivation

CHRP 02 Business Communication

2.1 Introduction

This course is designed to equip learners to comprehend and effectively communication as required in a modern business environment. The course covers the nature and scope of communication; the process of communication; types of communication; modern communication technologies; and meetings and report writing skills.

2.2 General Objective

To equip the learners with the knowledge and skills for effective communication at the workplace.

2.3 Learning Outcomes

At the end of this course, the learner will be able to:

- **a)** Discuss the various forms of communication.
- **b)** Demonstrate skills in preparing reports.
- **c)** Communicate effectively and carry out effective presentations.
- **d)** Apply modern technology in communication.
- **e)** Discuss the impact of emerging issues in communication.
- **f)** Apply the acquired communication skills in the day to day operations.

2.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

UNITS	SUB UNITS
Overview of Communication	» Meaning and importance of communication » Internal and external communication » Types of communication » The methods of communication » Principles of effective communication
The Process of Communication	» Communication process » Barriers to effective communication » Overcoming barriers to effective communication
Oral/Verbal Communication	» Definition of oral/verbal communication » Types of oral communication » Importance of oral communication » Overcoming barriers to oral communication

Non-Verbal Communication	» Definition of non-verbal communication » Types of non-verbal communication » Importance of non-verbal communication » Overcoming barriers to non-verbal communication
Audio and Audio-Visual Communication	» Definition of terms » Types of audio-visual communication aids » Importance of audio- visual communication » Merits and demerits » Barriers to effective audio-visual communication » Overcoming barriers to audio - visual communication
Written Communication	» Types of business letters » Writing of business letters
Meetings	» Definition and types of meetings » Planning for a meeting » Purpose of meetings » Structure of meetings (notice, agenda, minutes) » Roles of chair and secretary

Report Writing	» Types of reports » Uses of reports » Preparation of formal reports » Structure of written reports » Preparation of summaries
Information Technology & Communication	» The internet » Website and intranet » Email » Teleconferencing » Video conferencing » Wireless technologies » Data storage and retrieval » Social media

CHRP 03 Business Law

3.1 Introduction

Learners will be equipped with legal principles and their application in the business environment. This course covers nature and scope of business law; classification and sources of law and their application.

3.2 General Objective

To equip the learners with knowledge of the legal environment in which business operates.

3.3 Learning Outcomes:

At the end of this course unit, the learner will be able to:

a) Explain the meaning and purpose of law.
b) Explain the various types and sources of law.
c) Identify various dispute resolution mechanisms.
d) Discuss the legal principles relating to contracts, tort, agency and hire purchase and negotiable instruments.

3.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPICS	SUB TOPICS
Nature, Purpose and Classification of Law	» Nature and purpose of law » Classification of law » Law and morality » Ethics, integrity and law
Sources of Law	» Constitution » Legislation » Statutes of general application » Customary Law / African customary Law » Islamic Law » Judicial precedence » Substance of common and doctrines of equity
Administrative Law	» Separation of Powers » Natural Justice » The role of judiciary » Administrative legislation & » Arbitration » Court system (courts and tribunals; composition and jurisdiction) » Structure and composition of courts of justice » Subordinate courts » High Courts » Court of Appeal » Industrial Court

Company Law	» Types/Nature
	» Formation
	» Basic documentation
	» Rights and Duties of Directors
	» Shareholding
	» Dissolution
	» Winding up
Law of Persons	» Legal personality
	» Type of persons; natural person, artificial person,
	» Sole proprietorships
	» Partnerships
	» Unincorporated associations
	» Limited companies
The Law of Tort	» Nature of tortious liability
	» General defences in the law of tort
	» Negligence in the law of tort
	» Nuisance in the law of tort
	» Trespass
	» Vicarious liability
	» Occupants liability
	» Limitation of action
	» Defamation

Law of Contract	» Nature of a contract » Classification of contracts » Formation of contracts » Terms of contract, conditions, warranties and exemption clauses » Vitiating factors; mistake, misrepresentation, duress, undue influence, illegality » Illegal contracts » Discharge of contracts » Remedies for breach of contracts » Limitation of actions
Sale of Goods	» Nature of contract » Formation of the contract » Terms of the contract » Transfer of property in goods » Rights and duties of the parties » International contracts of sale
Agency	» Nature and creation of agencies » Types of agents » Rights and duties of agents » Authority of an agent » Termination of agency
Hire Purchase	» Nature of the contract » Formation of the contract » Terms of the contract » Rights and duties of the parties » Termination of the hire purchase contract

Insurance	» Nature of the contract » Formation of the contract » Principles of insurance
Negotiable Instruments	» Nature and characteristics » Negotiability and transferability » Types; cheques, promissory notes, bills of exchange » Rights and obligation of the parties
The Law of Property	» Definition of property » Ownership of property » Freehold and leasehold interests » Chattels » Leases » Mortgages and Charges » Foreclosure » Rights and restrictions on another's property

CHRP 04 Introduction to Financial Accounting

4.1 Introduction to Financial Accounting

Learners will be equipped with knowledge on various aspects of financial accounting to enhance their business knowledge skills. The course covers introduction to accounting, accounting concepts and principles including various forms of financial reporting.

4.2 General Objective

To enable the learners to acquire knowledge on various aspects of financial accounting to enhance their business knowledge.

4.3 Learning Outcomes

At the end of this course unit, the learner will be able to:

a) Enter business transaction using the double entry system of booking.

b) Extract the trial balance and prepare financial statements.

c) Analyze and interpret financial data for purpose of decision making.

d) Apply the principles of accounting in making financial decisions.

Course Unit Content

The topics and subtopics of the course unit are shown on the table below

TOPIC	SUB TOPICS
Introduction to Accounting	» Nature and purpose of accounting » Objectives of accounting » Users of accounting information » Characteristics of useful accounting information » Accounting equation
Accounting Concepts and Principles	» Concept of partnership agreement » Partnership current and capital accounts » Basic financial statements » Going concern » Accruals » Consistency » Prudence » Business entity » Duality » Monetary measurements » Substance over form » Realization

Double Entry Bookkeeping	» Source documents » Receipts » Internal cheque requisitions » Petty cash vouchers » Payroll » Recording transaction using double entry bookkeeping
Financial Accounts of a Sole Trader	» Statement of financial performance (Income Statement) » Statement of financial position (Balance Sheets)
Adjustments	» Accrued and prepaid income and expenses » Bad and doubtful receivables » Depreciation and disposal of property; plant and equipment » Bank reconciliation statements » Control accounts » Correction of errors and suspense accounts » Valuation of the inventory » Capital and revenue expenditure
Partnership Accounts	» Introduction to partnerships » Partnership agreements » Appropriation of profit » Partner accounts » Financial statements of a partnership

Company Accounts	» Capital structure of a company » Types of reserves » Basic financial statements (Income Statement and balance sheet)

CHRP 05 Principles and Practices of Management

5.1 Introduction

This course unit is aimed at equipping the learners with knowledge and skills that will enable them to perform management functions in an organization. The course unit covers overview of management; general principles of management such as planning; organizing; staffing; directing and controlling. Learners will also be taken through an overview of strategic management and emerging issues in management.

5.2 General Objective

The aim of this course unit is to equip the leaners with knowledge, skills and attitudes that will enable them to carry out management functions in an organization.

5.3 Learning Outcomes

At the end of this course unit, the learners will be able to:
   a) Explain the concept and role management in an organization.
   b) Demonstrate understanding of management principles and techniques.
   c) Apply management principles in an organization.
   d) Discuss the broader environment in which managerial decisions are made.
   e) Identify and discuss emerging issues and trends in management.

Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPIC	SUB TOPIC
Overview of Management	» Definition and importance of management » Functions of management » Managerial roles » Evolution of management thought » Types of management environment
Planning Function	» Meaning and importance of planning » Principles of planning » Purpose of planning » Types of plans » Planning tools » Process of planning » Planning challenges » Making plans effective » Management by objectives

Organizing Function	» Meaning and importance of organizing » Structure and design of organizations » Principles of organizing » Process of organizing » Delegation » Coordination » Centralization and decentralization » Informal organizations
Staffing Function	» Meaning and importance of staffing » Human Resource planning » Recruitment and selection » Training and development » Performance management » Reward management » Separation
Directing Function	» Meaning and importance of directing » Leadership » Motivation » Communication » Group dynamics » Managing conflict

Controlling Function	» Meaning and importance of controlling » Elements of control » Characteristics of effective controls » Control process » Role of control in an organization » Tools of controlling
Strategic Management	» Overview of strategic Management » SWOT Analysis » Strategy formulation » Strategy implementation » Strategy evaluation
Emerging Issues and Trends	» Organization culture » Ethics and social responsibility » Managing innovation and change » Diversity and Inclusion » Corporate governance » Globalization

CHRP I

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LEVEL 2

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CHRP 06 Introduction to Economics

6.1 Introduction

This course unit is intended to equip the learners with knowledge, skills and attitudes that would enable them to appreciate the various economic issues that affect the functions of organizations.

6.2 General Objective

To equip learners with knowledge, skills and attitudes for making decisions that influence economic development.

6.3 Learning Outcomes

At the end of this course unit, the learner will be able to:
a) Apply economics skills and knowledge in management of resources.
b) Demonstrate skills and knowledge for use in management.
c) Discuss role of Human Resource in economics development.
d) To appreciate the link between Economics and other disciplines in Economic development.

6.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPICS	SUB TOPICS
Meaning and Scope of Economics	» Defining meaning of scope of economic » Microeconomics and macroeconomics » Economics theories, laws(principles) and models » Human wants and needs » Economic resources » Microeconomics and macroeconomics » Economic theories, laws (principles) and models
Concept of Scarcity and Choice	» Meanings of scarcity of scarcity and choice » Opportunity cost » Resource allocation » Basic economic questions » Production possibilities frontier » Economic systems » Concept of utility » Total, average and marginal utility » Law of diminishing marginal utility

Demand Analysis	» Meaning of market and demand
	» Law of demand
	» Individual and market demand schedule, demand curve and demand function
	» Why demand curves normally slope downwards
	» Factors affecting demand for a commodity
	» Change in quantity demanded
	» Change in demand
	» Substitution and complementary goods
	» Factors influencing change in demand
	» Abnormal demand
	» Price elasticity of demand
	» Factors affecting price elasticity and total revenue
	» Application of price elasticity
	» Cross elasticity of demand
	» Income elasticity
Supply Analysis	» Meaning of supply
	» Law of supply
	» Factors affecting supply of a product
	» Change in quantity supplied
	» Change in supply
	» Abnormal supply
	» Elasticity of supply
	» Factors affecting elasticity of supply
	» Application of elasticity of supply

Price Determination	» Meaning of price » Price mechanism » Equilibrium price and quantity » Changes in equilibrium price and quantity » Effects of price floors and ceilings » Effects of government expenditure, taxes, subsidies and quotas
Production Theory	» Meaning of production » Purpose of production » Levels of production » Factors of production and their rewards » Production function » Production period » Law of variable proportions » Law of diminishing returns » The three stages of production » Returns to a factor of production » Returns to scale

Theory of the Firm	» Distinction between firm and industry
	» Concepts/types of costs
	» Total cost, average cost and marginal cost
	» Relationship between average total cost (ATC), average variable cost (AVC) and Marginal cost (MC)
	» Distinction between firm and industry
	» Meaning of revenue
	» Total revenue, average revenue and marginal revenue
	» Demand curve and average revenue
	» Relationship between average revenue (AR) and marginal revenue (MR)
	» Economies and diseconomies of scale
	» Location of an industry
	» Factors affecting location of industry
	» Localization and delocalization of industry
	» Optimal size of the firm
	» Equilibrium of the firm
	» Profits and losses
	» Short-run equilibrium
	» Long-run equilibrium

Market Structures	» Definition of market structure » Perfect competition » Monopoly » Monopolistic competition » Oligopoly
National Income	» Meaning of national income » Forms/concepts of national income » Income, product and expenditure approaches to computing national income » Income per capita » Importance of national income statistics » Circular flow of national income » Injections and withdrawals » Autonomous and induced expenditure » National income equilibrium » Simple Keynesian multiplier and its assumptions » National income equation » Inflationary an deflationary gaps » Causes of income disparities

Monetary Policy	» Meaning and objectives of monetary policy » Tools of monetary policy » Evolution of money » Characteristics of money » Functions of money » Supply and demand for money » Theories of money » Inflation and deflation » Consumer Price Index (CPI) » Meaning, objectives and tools of monetary policy » Central banking » Commercial banking » Credit creation » Other financial intermediaries, their functions and role in development » Money and capital markets
Fiscal Policy	» Definition and objectives of fiscal policy » Tools of fiscal policy » Principles of public finance » National budget » Deficit financing » Drawbacks to deficit financing

International Trade	» Meaning and importance of international trade
	» Specialization and division of labour
	» Theories of comparative advantage and absolute advantage
	» Terms of trade
	» Advantages and disadvantages of international trade
	» Reasons for protecting domestic industry
	» Barriers to international trade
	» Balance of payments
	» Solutions of balance of payments problems
	» Foreign exchange rate systems
	» Role of WTO and regional economic blocs
	» International Monetary Fund (IMF) and World Bank
Labour and Unemployment	» Definition of population
	» Population growth and its effects
	» Theories and determination of wages
	» Demand for and supply of labour
	» Meaning, types and causes of unemployment
	» Measures to alleviate unemployment problem

Economic Growth and Development	» Distinction between economic growth and development » Characteristics of LDCs » Theories of economic growth and development » Meaning of economic planning » Need for development planning » Types of development plans » Principles of development planning » Logical planning framework » Development planning strategies Limitations of development plans
Emerging Issues in Economic Development	» Internal environment factors » External environmental factors » International trends and issues » Challenges posed by emerging economic trends and issues » Coping with challenges posed by emerging trends and Issues in economics

CHRP 07 Office Administration and Practice

7.1 Introduction

The course unit covers organization structure; general office administration; understanding people in an organization; and emerging issues and trends.

7.2 General Objective

To enable the learners to understand and appreciate the basic principles and concepts necessary for efficient and effective management of organizational resources

7.3 Learning Outcomes

At the end of this course unit, the learners will be able to:
   a) Demonstrate skills and knowledge for prudent management of resources.
   b) Illustrate the ability to undertake office operation.
   c) Discuss emerging issues and trends in office administration.

7.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below

TOPIC	SUB TOPICS
Introduction Office Administration and Practice	» Definition of terms » The purpose of office administration and management » Types of organization structures and charts in the office
Organization Structure	» Different departments in an organization » Functions of various departments in an organization » Relationship between departments
The Office	» Meaning of an office » The functions of an office » Types of office layout » Features of a good office
Office Staff	» Types of office staff » The duties/responsibilities of various office staff » Qualities required of various office staff

Filing and Storage of Records	» Different filing systems » Different methods of classifying records » Use of filing equipment » Follow-up methods in filing and storage of records
Reprography	» Meaning of reprography » Methods used in reproduction of documents » Factors to consider in choice of reproduction methods » Emerging issues and trends in reprography
Organization and Methods	» Definition of terms » Objectives of organization and methods » Procedures used in carrying out an organization and methods » Importance of organization and methods
Emerging Issues and Trends	» Emerging issues and trends in Office administration and management » Effects of emerging issues and trends in the management and administration of an office » Managing issues and trends in office management

CHRP 08 Organizational Theory and Behaviour

8.1 Introduction

The course unit covers the role of individual and group behavior in an organization; organization design and structure; organization development and leadership development.

8.2 General Objective

This course unit aims to develop the learners' knowledge on the nature and practice of organizational behavior.

8.3 Learning Outcomes

At the end of this course unit, the learner will be able to:

a) Demonstrate deeper understanding of leadership as an aspect of behavior in an organization.

b) Discuss the role of groups and teams for effective organization performance.

c) Demonstrate ability to effectively manage change and organizations culture.

8.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below

TOPICS	SUB TOPICS
An Introduction to Organizational Theory and Behaviour	» Definitions » The role of individual behavior in an organization » The scope of OTB » Theories of OB » OB Models » Effects of OB on organizational effectiveness
Group Behaviour	» Factors that lead to group formation » Types of groups » Stages in group formation » Factors affecting group performance » Process of group decision making » Effects of group behavior on organizational effectiveness » Ways of dealing with dysfunctional group behavior in an organization
Organization Design and Structure	» Definition » Factors considered in designing organizational structure » The process of organization design » Types of organization structures » Impact of design on organization behavior

Organization Development	» The concept of OD
	» The process of OD
	» Factors that necessitate OD
	» Methods of OD
	» Challenges to OD
	» Managing OD challenges
Managing Conflict	» Meaning
	» Causes of conflict in an organization
	» Types of conflicts in an organization
	» Conflict Management in organization
	» Challenges in managing conflict in an organization
Managing Stress	» Meaning
	» Causes of stress in an organization
	» Effects of stress on an individual and organization's operations
	» Ways of managing stress in an organization
	» Challenges in managing stress

Managing Change	» Meaning of organizational change » Reasons for organizational change » Types of Change Programs » Reasons for organizational change » Consequences of organizational change » Change management models » Conditions that make change possible » Responses to change » Consequences of organizational change » Reasons for resistance to change » Methods of implementing organizational change
Leadership	» Leadership and management » Leadership theories » Approaches to leadership » Employee motivation » Leadership and motivation
Emerging Issues and Trends	» Emerging issues and trends in organizational theory and behaviours » Ways of managing the emerging issues and trends in organizational theory and behaviour

CHRP 09 Human Resource Administration

9.1 Introduction

The course unit covers HR policies and procedures manual; HR information systems; importance of HR records; statutory deductions and emerging trends.

9.2 General Objective

To equip the learners with the knowledge for administering employment policies, procedures and programs in an organization.

9.3 Learning Outcomes

At the end of the unit the learner will be able to:
- **a)** Demonstrate the ability to maintain employment records for purposes of effective HR and record management.
- **b)** Establish and operate a computerized HRIS.
- **c)** Demonstrate the ability to operate a computerized HRIS.
- **d)** Discuss the legislation that govern the social security schemes.

9.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPICS	SUB TOPICS
HR Policies and Procedures Manual	» Purpose and uses of policy and procedures manual » Format and content » Compiling the manual
HR Information Systems	» Purpose of HRM record and information system » Requirements of a good record system » Standard information » Centralization and decentralization of records » Procedures for collecting, analyzing, disseminating updating and usage information
Management Information Systems	» Purpose of management information system » Role of the computer » Distinction between "data" and information » Relation of management information system to other information flows » Developing a management information system » Mode of operation

HR Information Systems	» The overall aim and role of the information system » The features of the system » Areas of application » Selecting the appropriate system » Developing the system » Operating and maintenance of the system
Payroll Management	» Relevant provisions of NSSF, NHIF, Income Tax and County Government Act, Employment Act. » Administering Statutory payroll deductions (social security, Hospital Insurance, PAYE, County Government Levies) » Statutory payroll deductions.
Emerging Issues in HR Administration	» Emerging issues in Human Resource Administration » Changing trends in Human Resource Administration » The role of HRM in Human Resource Administration in the success of the organization

CHRP 10 Management Information Systems

10.1 Introduction

The course unit covers an overview of MIS; computer application software; systems development; network and infrastructure; systems control and HR information systems.

10.2 General Objective

To equip the learners with the skills to manage and apply modern technology to enhance decision making in the business environment.

10.3 Learning Outcomes

At the end of this course unit, the learner will be able to:

- **a)** Discuss the role of ICT in a business environment and ethical consideration.
- **b)** Identify the various components of a computer system and applications.
- **c)** Operate a computerized HRMIS.
- **d)** Demonstrate understanding of emerging trends in ICT and its application at workplace.

10.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPICS	SUB TOPICS
An Overview of Management Information Systems (MIS)	» Meaning of MIS » Types of MIS and their merits and demerits » Essentials of MIS » The use of modern information and communication technology (ICT) in MIS » The concept of information is power » Features of an information age » Nature of IT systems » Information systems model » Quality and quantity of the ICT » Costs and benefits of the ICT » Managing the ICT » The future of the ICT and » ICT policy in Kenya
Introduction to Computers	» Meaning and importance of computers » Computer architecture/Evolutions » Types of computers » Computer hardware and software » Computer peripherals and their functions

Computer Software	» Types and functions of operating software » Types and functions of applications software » Installing and using operating and applications software » Current trends and developments in computing industry » Caring for computer hardware and software
Information Technology in Organizations	» Types of information systems » Types, sources and uses of information » Generation and evaluation of information » Office automation » Human and other resource requirements for the ICT » Human resource training and development and facilitation » The ICT group support systems » Updating and upgrading the ICT systems » Emerging issues in Organizational technology applications » Coping with trends and developments in the ICT

Data and Information	» Distinction between data and information » Data and information processing methods » Creating and manipulating directories and files » Use of internal and external storage media » Data and information back-ups, security and recovery
Growth and Development of HRIS	» Factors influencing demand for and supply of ICT » Managing innovation and technology » Growth and development of the ICT in industries » Globalization and information systems
The Systems Approach	» The concept of systems approach and its application in the ICT » Systems analysis and design » Database management systems » Data analysis » Systems configuration and troubleshooting

Network Management	» Network-based applications development » Telecommunication » Purpose and types of computer networks » Importance of computer networking » Networking procedure » Factors influencing networking » Computer distribution » Factors influencing distribution » Building knowledge-based systems
Computer Applications	» Types of computer applications » Word processing » Spreadsheets » Databases » Presentations » Internet technology » Artificial intelligence » Creating, modifying and storing documents word processing, spreadsheets, databases and PowerPoint
Information Systems Development and Implementation	» Problem recognition and specification » Information gathering » Specification for the new system » System design » System construction » System implementation » Review and maintenance » Systems implementation » Systems evaluation

Systems Control and Data Protection	» Need for systems control » Systems control procedures » Data and information protection » Need for data protection
ICT Project Management	» ICT project » ICT project structure » Need for project management » Project management tools
Use of Technology in HR Service Delivery	» Extent of ICT use in HR » Factors that influence use of technology to deliver HR services e.g. process changes, advances in technology » ICT potential in the HR profession » Effects of technology on HR processes e.g. virtual team meetings » Metrics for HR Management and evaluation e.g. Cost per hire, absence rate, turn over costs, HR expense factor etc » Technology trends e.g. e-Procurement, electronic signatures, electronic record keeping » Factors that influence use of technology to deliver HR services e.g. process changes, advances in technology » Effect of ICT use

CHRP II

LEVEL 3

CHRP 11   Organizational Change and Development

11.1 Introduction

This course unit covers theoretical models and the process of OD; group/team and organizational performance through the use of OD techniques or interventions like group dynamics; work-life balance training; management of change, and culture change.

11.2 General Objective

To equip the learners with the knowledge and skills required for enhancing organizational efficiency, effectiveness and overall performance.

11.3 Learning Outcomes

At the end of this course unit, the learner will be able to:
   a) Discuss the philosophical, historical, theoretical, political and practical underpinnings of OD as a core area of practice within HRD.
   b) Apply different tools that are used to diagnose organizations as well as interventions used through hands-on experience.
   c) Demonstrate ability in facilitation, OD skills, group formation process, communication, and developing collaborations.

11.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPIC	SUB TOPICS

General Introduction to Organizational Change and Development	» Definition of Organization Development (OD)
	» Growth and relevance of OD
	» Short History of OD
	  → Evolution in OD
	  → History and values of OD
	  → Organizational change

The Nature of Planned Change	» Theories of planned change » General model of planned change » Different types of planned change » Critique of planned change
The OD Practitioner	» Who is the OD practitioner? » Competencies of an Effective OD practitioner » The Professional OD practitioner » Professional values » Professional Ethics
Entering and Contracting	» Entering in to an od relationship » Developing a contract » Interpersonal process issues in entering and contracting
Diagnosing Groups and Jobs	» Group-level diagnosis » Individual-level diagnosis

Collecting and Analyzing Diagnostic Information	» Methods for collecting data » Sampling » Techniques for analyzing data
Feeding Back Diagnostic Information	» Determining the content of the feedback » Characteristics of the feedback process » Survey feedback
Designing Interventions	» What are effective interventions? » How to design effective interventions » Types of interventions
Interpersonal and Group Process Approaches	» Process consultation » Third-party interventions » Team building
Organization Process Approaches	» Organization confrontation meeting » Intergroup relations interventions » Large-group interventions
Restructuring Organizations	» Structural design » Rightsizing » Reengineering
Employee Involvement	» Meaning of employee involvement » Types of employee involvement interventions

Work Design	» The engineering approach » The motivational approach » The socio technical systems approach
Performance Management	» Goal setting » Performance appraisal » Rewards systems
Developing Talent	» Coaching and mentoring » Career planning and development interventions » Management and leadership development interventions
Managing Workforce Diversity and Wellness	» Workforce diversity interventions » Employee stress and wellness interventions
Transformational Change	» Characteristics of transformational change » Integrated strategic change » Organization design » Culture change
Continuous Change	» Self-designing organizations » Learning organizations » Built-to-change organizations
Trans- Organizational Change	» Trans organizational rationale » Strategic alliance interventions » Network interventions

Evaluating and Institutionalizing Organization Change and Development	» Evaluating organization development interventions » Institutionalizing organizational changes

CHRP 12   Employee Resourcing

12.1 Introduction

The course unit covers labour economics; job analysis; HR planning; recruitment and selection; separation from employment; employment legislation and changing role; challenges; and emerging issues of the resourcing function.

12.2 General Objective

To equip the learners with the knowledge and skills required for ensuring effective talent acquisition and retention in an organization.

12.3 Learning Outcomes

At the end of this course unit, the learner will be able to:
   a) Analyse the dynamics of the labour market in Kenya and how they affect selection and hiring process.
   b) Analyse the relationship between organizational structure and the human resources requirements for the organization.
   c) Undertake the process of human resource planning effectively.
   d) Prepare a short term and long term human resource projection for the organization.
   e) Evaluate the need for job analysis in the procurement process.
   f) Apply legislation governing employment in Kenya to specific labour issues.

12.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below

TOPICS	SUB TOPICS
Understanding the Labour Markets	» Factors influencing employment in Kenya » Ways of increasing productivity of Labour » Methods of controlling labour costs » Impact of education and training on employment opportunities
Job Analysis	» The process of job analysis » Methods of Job Analysis » Application of Job Analysis » Job description » Job specification
Human Resource Planning	» Determining HR requirements → Resource demand → Resource supply forecasting » Application of results of HR planning » HR accounting and auditing
Recruitment, Selection and Placement	» Meaning » Basis for determining when to recruit » Sources – internal and external » Recruitment, Selection and Placement process » Policy on the disadvantaged groups

Legislation Governing Employment in Kenya	» Legislation relevant to employment in Kenya → Employment Act 2007 → Labour Relations Act → Occupational Safety and Health Act → Work Injury and Benefits Act → Labour Institutions Act » Application of the provisions of the legislation
Termination of Employement	» The organization's policy » Types of termination » Procedures in handling different types of termination » Terms applicable to various types of termination
Emerging Issues in Resourcing Practices	» Key emerging issues in the resourcing function » Trends in talent sourcing » The Role of HRM in talent sourcing and organization success

CHRP 13 Learning and Development

13.1 Introduction

This course unit covers performance management; training and development strategies and policies; training needs assessment; developing; implementing and evaluating training programs.

13.2 General Objective

To equip the learners with the knowledge, skills and attitudes to ensure effective learning for enhancement organizational performance and productivity.

13.3 Learning Outcomes

At the end of this course unit the learner will be able to:
   a) Evaluate the need for continuous learning as a way of maintaining and sustaining organizational performance.
   b) Develop training programmes that meet the training needs of both the employee and the organization.
   c) Undertake the training cycle from the training needs analysis, designing training programme, implementation and evaluation.
   d) Plan and implement career development programmes for the organization.
   e) Align the learning and development programs and initiatives to overall organizational goals.

13.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

COURSE UNITS	SUB UNITS
Developing the Organization'S Training and Development Strategies and Policies	» Definition of education and training » Developing strategy and policy » Organization's statement of philosophy and policy » Objectives of training and development » Components of strategy and policy on training and development
Training Needs Analysis	» Concept of systematic training » Establishing a systematic training programme » Training needs assessment
Developing and Implementing a Training Programme	» Procedure in developing a training programme » Appropriate training methods » Communication skills in training » Developing training resources » Implementation of the training programme » Evaluation of the programme » Theories of adult learning » Conditions for effective adult learning » Group dynamics in adult learning

The Role of Performance Management in Learning and Development	» Meaning of terms training, learning, development and performance management » Importance of performance management to training and development » Basis of performance management and how it works » Designing and establishing a performance management system in an organization
Management Development	» Meaning and importance » Objectives of management development programme » Determining competencies required » Developing and implementing a management development programme » Review and modification of the programme
Career Management	» Meaning and importance » Objectives » Issues » The process of planning » Career counseling and mentoring » Implementation

The Industrial Training Act	» Provisions of the Industrial Training
	   → Training levy
	   → Technical and vocational training
	   → NITA
	» Training schemes and facilities provided by NITA

Emerging Issues	» Key issues in the Learning and Development and organizational learning function » Trends in Learning and Development » The role of HRM in organizational Learning and Development and the organization's success

CHRPII

LEVEL 4

CHRP 14 Reward Management

14.1 Introduction

The ourse unit covers remuneration package; reward policy; job evaluation and pay structures, benefits; salary administration; relevant labour legislation guidelines; and emerging issues and trends.

14.2 General Objective

To equip the learners with knowledge for ensuring effective management of performance and reward management in an organization.

14.3 Learning Outcomes

At the end of this unit the learner will be able to:

a) Demonstrate ability to manage employee performance in organisations.
b) Identify factors influencing remunerations.
c) Demonstrate ability to undertake a job evaluation.
d) Develop a wage and remuneration structures.

14.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below

TOPIC	SUB TOPICS
Performance Management	» Meaning and scope of Performance Management » Factors influencing performance management process systems » Performance appraisal » Challenges of performance management
Reward Policy	» Reward policy of the organization » Content of reward policy statement » Reward Management
Job Evaluation	» Meaning and scope of Job Evaluation » Purpose of Job Evaluation » Methods of Job Evaluation » Factors to consider when selecting appropriate method » Implementation of Job Evaluation results
Salary Survey	» Purpose and scope of salary survey » Techniques of salary survey » Meaning of competitive market rates » Techniques of determining competitive market rates

Remuneration Package	» Meaning and scope » Components of a remuneration package » Factors influencing remuneration package
Salary Administration	» Preparation of salary budgets » General and individual salary reviews » Determining salary levels on joining or promotion » Instituting salary control
Performance Related Pay	» Meaning » Importance » Types of performance related pay
Wage Payment Systems	» Factors affecting wage rates » Approaches to job evaluation for unionsable positions » Criteria for revising individual and group wage payments » Monitoring the working of wage system
Benefits	» Types of benefits » Total reward package » Merits and demerits
Legal Framework Guiding Performance and Reward Management	» The Constitution » NSSF Act » NHIF Act » Work Injury Benefits Act 2007 » Employment Act 2007

Emerging Issues and Trends	» Emerging issues in reward management
	» Emerging trends in reward management

CHRP 15 Employee Relations

15.1 Introduction

The course unit covers nature and role of employee relations; framework of industrial relations in Kenya; grievance and dispute settling machinery; ILO conventions; participation and enjoined consultations and emerging issues and trends.

15.2 General Objective

To equip the learners with knowledge and skills for enhancing employee relations through sound labour practices in an organization.

15.3 Learning Outcomes

At the end of this course unit the learner will be able to:

a) Demonstrate ability to develop an employee relations framework in an organization accordance with the labour legislation.

b) Demonstrate ability to enhance employee relations climate in an organization through effective grievance and dispute handling procedures.

c) Create a conducive working environment for employees, employers and other related stakeholders.

15.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPIC	SUB TOPICS
Nature and Role of Employee Relations	» Meaning and scope of employee relations » Terms commonly used » Distinguishing industrial relations and employee relations » The role of employee relations in managing an organization
Grievance and Dispute Handling Machinery	» Meaning of industrial grievance and dispute » Types of industrial actions and their legal definition » Sources of industrial disputes » Economic impact of industrial disputes » Grievance and dispute handling procedures » The role of labour and employment court » Framework of dispute mechanisms in Kenya and other countries » Alternative approaches of handling disputes

Collective Bargaining Agreements	» Collective bargaining process » Types of Collective Bargaining agreements » Parties involved for collective bargaining process » Benefits of collective bargaining agreements » Challenges of collective bargaining agreements
Trade Union and Trade Unionism	» Origin and development of the trade unions » The structure of trade union movement in Kenya » The changing role of trade union » Trade unionisable essential services organization services, nursing » The role of trade union in industrial relations
ILO Conventions	» The nature and purpose of ILO conventions » ILO conventions which are significant » Applicability to Kenya of various ILO conventions

Relevant Labour Legislations in Kenya	» Detailed study of
	  → Labour Institutions Act 2007
	  → Labour Relations Act
	» Discussion of selected cases from Industrial Court Awards

Participation and Joint Consultation	» Meaning of
	   → Participation
	   → Joint consultation
	   → Counseling
	» Machinery for employee involvement
	» Counseling services in the organization
	» The emerging trends

Emerging Issues and Trends	» Key issues in the Employee relations Function » Trends in Employee relations » The role of HRM in Employee relations and the organization success

CHRP 16 Labour Laws

16.1 Introduction

The course unit covers introduction to Labour Laws; the Constitution of Kenya; Employment Act (2007); Labour Institutions Act (2007) and Occupational Safety & Health (2007); WIBA; and Industrial Training Act among other labour laws.

16.2 General Objective

To equip the learners with the requisite knowledge for application of the Labour Laws in Kenya.

16.3 Learning Outcomes

At the end of this course unit, the learner will be able to:
- **a)** Apply labour laws in an organization.
- **b)** Discuss the importance of Labour Laws in enhancing industrial relations.
- **c)** Participate in an hypothetical practice session e.g. in negotiations of a Collective Bargaining Agreement.

16.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPIC	SUB TOPICS
Introduction to Labour Laws	» Meaning of Labour laws » Historical background of Labour laws » Sources and purposes of Labour laws
The Constitution of Kenya	» Bill of rights » Provisions on labour relations
Employment Act 2007	» General principles » Employment relationship » Protection of wages » Rights and duties in employment » Termination and dismissal » Protection of children » Insolvency of employer » Employment records » Foreign contracts of services » Dispute settlement procedure
Labour Institutions Act	» National labour board » Industrial court » Labour administration and inspection » Wages council and fixing of wages and terms and conditions of service » Employment agencies

Occupational Safety and Health Act	» General duties of occupies and employers » Administration of the act » Registration of work places » Health general provisions » Safety general provisions » Machinery safety » Chemical safety » Welfare general provisions » Health Safety and Welfare special provisions
Labour Relations Act, 2007	» Freedom of association » Establishment & registration of Trade Unions and employers organizations' » Trade Union dues, agency fees and Employers' organization fees » Recognition of Trade Unions and Collective Agreements » Dispute resolution » Adjudication of these disputes » Strikes and lockouts
Work Injuries Benefit Act 2007	» Obligations of employers » Right to compensation » Claim for compensation » Manner of calculating earnings » Appeals
Industrial Training Act	» Outline of Industrial Training Act » National Industrial Training Scheme » Apprenticeship » Industrial attachment » Re-imbursement of training expenses

CHRP III

LEVEL 5

CHRP 17   Leadership and Corporate Governance

17.1 Introduction

The course unit covers introduction to leadership; leadership traits; leadership behavior; team leadership; organizational leadership; overview of corporate governance; stakeholders in corporate governance; approaches to corporate governance; corporate governance practices and reporting; internal control systems; managing business risks; ethics; and emerging issues and trends .

17.2 General Objective

To equip the learners with the requisite knowledge and skills for effective leadership and corporate governance.

17.3 Learning Outcomes

At the end of this course unit, the learner will be able to:

a) Analyze leadership traits and behaviors as facilitators of key leadership functions.
b) Apply concepts of team leadership in creating and managing groups.
a) Evaluate different leadership approaches in enhancing organizational leadership.
b) Identify the objectives and scope of Corporate governance in HR.
c) Apply the principles of corporate governance in HR practices.
d) Promote integrity and business ethics at the work place.
e) Identify and mitigate HR related corporate risks.

17.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPICS	SUB TOPICS
Introduction to Leadership	» Nature of leadership » Comparing management and leadership
Theories of Leadership	» Traits and Competency Theory » Behavioural Theory » Functional Theory » Contingency/Situational Theory
Leadership Behaviour	» Leadership behavior » Leadership styles » Leadership attitudes
Functions of a Leader	» Providing direction » Motivation » Communication » Feedback » Coaching » Conflict Management » Team management

Organizational Leadership	» Charismatic leadership » Transformational/Transactional Leadership » Servant leadership » Culture and Diversity » Change management » Emerging leadership issues and trends
Overview of Corporate Governance	» Introduction to corporate covernance » Principles of corporate governance » Nature of corporate governance » Corporate governance and agency theory » Major issues in corporate governance
Stakeholders in Corporate Governance	» Classification of stakeholders » Importance of stakeholder management » Mendelow model of stakeholder management
Approaches to Corporate Governance	» Different types of corporate code of ethics » Corporate social responsibility » Corporate citizenship
Corporate Governance Practices and Reporting	» Role of the board » Board members and roles » Directors remuneration » Reporting on corporate governance

Internal Control Systems	» Classification of control systems » Internal control frameworks » The internal audit standards
Managing Corporate Risks	» Types of corporate risks » Risks and corporate governance
Risk Assessment, Audit and Management	» Frameworks for risk analysis » Impact of risk on stakeholders » Board consideration of risks » Risk control frameworks
Emerging Issues and Trends	» Ethics and the public interest » Ethics and professional practice » Social and environmental issues

CHRP 18   Strategic Human Resource Management

18.1 Introduction

The course unit covers mission/vision; goals and objectives; environmental scanning; and types of business strategies.

18.2 General Objective

To equip learners with knowledge and skills to enable organizations to achieve competitive advantages by aligning HR strategies with the overall business strategies.

18.3 Learning Outcomes

At the end of this course unit, the learner will be able to:

a) Explain the relationship between HR strategy and business strategy.
b) Discuss the process of strategic HRM.
c) Demonstrate ability to formulate HR strategies.
d) Implement HR strategies.
e) Evaluate effectiveness of HR strategies.
f) Discuss the strastegic role of HR in an organization.

18.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table here below:

TOPIC	SUB TOPICS
Introduction to Strategic Human Resource Management	» The concept of Strategy and strategic HRM » Definitions, key concepts and fundamental of strategy » Definition, meaning and aim of strategic HRM » Strategic HRM and HR strategies » Steps in strategic Management Process/model
Formulating and Implementing HR Strategies	» Fundamental process considerations » Models and frameworks for developing HR strategies » Key business/ corporate issues in HR strategy development. » Implementing HR strategies.
Strategic HRM and Organizational Management	» The impact of SHRM and organizational performance » Contribution to competitive advantage » HR specialists as strategic business partner

Organizational Development Strategies	» Strategies for improving organizational effectiveness » Strategies for developing organizational processes » Strategies for organizational transformation
Change Management Strategies	» The change process » Change models » Resistance to change » Change management strategies
Resourcing Strategies	» Objectives of resourcing strategy » Strategic aspects of resourcing » Integrating business and resourcing strategies » The components of resourcing strategy
Performance Management Strategies	» Definition and purpose of performance management » Scope of performance management » How HR policies and practices affect performance » Process of performance management » Setting and measuring objectives within PMS
Reward Strategies	» Contribution of reward strategy to achievement of corporate goals » Characteristics of reward strategy » Developing of a reward strategy » Key strategic aspects of Reward

Employee Relations Strategies	» The HRM approach to employee relations » Formulating employee relation strategies
Human Resource Development Strategies	» Definition of human resource development » Aims of strategic human resource development » Concerns of strategic human resource development

CHRP 19 Counseling and Coaching

19.1 Introduction

This course unit is designed to equip learners to with knowledge and skills for counseling and coaching at the workplace. The course covers the nature and scope of counseling and coaching, their processes and skills required to offer counseling and coaching services.

19.2 General Objective

This course unit is intended to equip learners with necessary knowledge and skills to enable them to conduct counseling and coaching at work place.

19.3 Learning Outcomes

By the end of this course unit, the learner will be able to:

a) Discuss the value of counseling and coaching at workplace.
b) Analyze the process and tools of counseling and coaching.
c) Discuss the application of counseling skills at workplace for various work aspects.
d) Discuss the management of counseling services at the workplace.
e) Evaluate the application of coaching skills at workplace.

19.4 Course Unit Content

The topics and subtopics of the course unit are shown on the table below.

TOPIC	SUB TOPICS
Introduction of Counselling	» Meaning and purpose of counseling » Distinguishing counseling from other helping activities » Types and roles of consultants and counselors » Qualities of good counselors » Relationships between → Client and consultant → Client and counselor » The Counseling process
Personal Development	» Self-awareness exercises based on values, beliefs, personal experiences, etc.
Introduction to Ethics in Counseling Practice	» Ethical guidelines and principles » Counselor responsibility and competence » Confidentiality
Skills in Counseling Practices	» Attending » Active listening » Focusing » Empathy » Confrontation » Unconditional positive regard

Application of Counseling at Work Place	» HIV/AIDS counseling at the work place » Alcoholism » Stress and stress management » Conflict Management » Loss/Bereavement counseling skills » Any other, e.g., work and family
Theories of Counseling	» Psychoanalytical – Freudian Approach, Eric Ericson » Humanistic – person centered, Gestalt » Behavioral: conditioning
Emerging Issues in Counseling	» Key issues in counseling » Trends in counseling
Introduction to Coaching	» Meaning and purpose of coaching » Coaching approaches
Coaching Skills	» Questioning » Listening » Giving feedback » Working with emotions » Building rapport
Emerging Issues in Coaching	» Key issues in coaching » Trends in coaching

CHRP III

LEVEL 6

CHRP 20 Entrepreneurship and Human Resource Consultancy

20.1 Introduction

The course unit covers concept of entrepreneurship; the entrepreneur; approaches to entrepreneurship; entrepreneur motivation; entrepreneur opportunities and HR consultancy.

20.2 Learning Outcomes

At the end of this course unit, the learner will be able to:

a) Discuss the various concepts of entrepreneurship and its role in economic development.
b) Analyze entrepreneurial competencies required for starting and running a business.
c) Identify and evaluate entrepreneurial opportunities.
d) Discuss the concept and role of consultancy.
e) Analyze the HR consultancy process.
a) Prepare HR consultancy proposals.
b) Apply standard problem solving techniques in undertaking HR consultancy assignments.

20.4 Course Unit

The topics and subtopics of the course unit are shown on the table here below.

TOPIC	SUB TOPICS
Concept of Entrepreneurship	» Meaning and importance of entrepreneurship » Evolution of entrepreneurship » Entrepreneurial culture » Entrepreneurship » Situations in which entrepreneurship is indicated » Entrepreneurship process » Entrepreneurship development in Kenya » Factors affecting entrepreneurship in less developed countries

The Entrepreneur	» Meaning and importance of the entrepreneur » Types of entrepreneurs » The entrepreneur » Characteristics of the entrepreneur » Functions of the entrepreneur » Entrepreneurial competencies » Techniques of enhancing entrepreneurial qualities » Self assessment techniques for entrepreneurial potential » Are entrepreneurs born or created? » Contribution of entrepreneurs and entrepreneurs to national development

Approaches to the Study of Entrepreneurship	» Economic approach
	» The entrepreneur as an organizer
	» The entrepreneur as an innovator
	» The entrepreneur as a risk-bearer
	» The invisible hand
	» Psychological approach
	» Characteristics of entrepreneurs
	» Need for achievement
	» Lotus of control
	» Sociological approach
	» Negative displacement
	   → Personal background
	   → Positive pull
	   → Enabling environment

Entrepreneurial Motivation	» Types of motivation » Internal and external motivating factors » Self-assessment and enhancing one's motivation
Entrepreneurial Opportunities	» Meaning of a business opportunity » Distinction between business ideas and business opportunities » Generating business ideas » Applying SWOT analysis to evaluate business ideas for potential as business opportunities » Selecting the business opportunity to create into a business
Human Resource Management Consultancy	» Nature and purpose of consultancy » Types of client systems » Qualities of a consultant » Models of consultancy » Consultancy relationships » Obligation and duties of consultants » Consulting skills » Standards and ethical issues » Phases in consulting » Consulting in various aspects of human resources management » Developing a consultancy proposal » Managing a consulting organization

CHRP 21 Human Resource Accounting

21.1 Introduction

The course unit covers introduction to HR accounting; HR contribution to business; and developing results-based approach.

21.2 General Objective

To equip the learners with the requisite knowledge and skills that will enable them to measure HR contributions to the organizations.

21.3 Learning Outcomes

By the end of the course unit, the learner will be able to:

  a) Demonstrate ability to ascertain HR contribution to the organization.
  b) Apply and integrate performance measurement and control principles.

21.4 Course Unit

The topics and subtopics of the course unit are shown on the table here below.

TOPIC	SUB TOPICS
Need for a Results Based Approach	» Important trends related to HR contribution » Importance of the trends, challenges, paradigm shifts » Payoffs of measuring HR contribution
Measuring HR Contribution	» HR reputation » HR accounting » HR auditing » HR cost monitoring » Competitive bench marking » HR effectiveness index » HR management by objective » HR profit centre
Developing Results Based Approach	» Purposes of measurement and evaluation, » HR evaluation myths » Obstacles to measuring contribution » Levels of evaluation » Attitude of the HR team » Sharing responsibility for HR measurement and evaluation » Results based model for program implementation

Management Influence on HR Results	» Partnership relationship,
	» Top management commitment
	» Management support and reinforcement
	» Management involvement
	» Focusing on results with managers
	» Improving relationships with managers
	» Role responsibilities
	» Risk and rewards
Method Used in Measuring HR Contribution	» Data collection techniques
	→ Surveys
	→ Tests
	→ Interviews
	→ Focus groups
	→ Organizational observations
Evaluation Design and Implementation	» Evaluation design issues
	» Common evaluation designs
	» Participant feedback
	» Feedback from others
	» Participant follow-up
	» Action planning
	» Performance contracting
Measuring HR Contribution	» Measurement issues
	» HR contribution model
	» HR performance measures
	» Organizational effectiveness measures
	» Developing HR effectiveness index

Measuring Specific HR Functions	» Recruitment and selection » HRD » Compensation » Fair employee labor relations » Health and safety » HRI Systems
Using Benchmarking to Measure HR Effectiveness	» Strategic evaluation tool » Phases of the benchmarking process » Participating in existing benchmarking projects » Marking the process
Analysis and Presentation of HR Metrics	» HR costs » Analysis techniques » Isolating effects of HR program » Converting data to monetary units » Additional methods for evaluating investments
Reporting HR Programs Results	» Process of communicating results » Communicating with target audiences' » Communicating with top management » Developing evaluation report » Management meetings

CHRP 22 Human Resource Research Project

22.1 Introduction

This course is intended to expose learners to the practical experience in Human Resource Project planning and execution. The learners are expected to plan, gather, review and present project materials and information in accordance with given specifications.

22.2 General Objective

To equip learners with knowledge and skills required for undertaking an HR Research project from the planning stage up to report writing.

22.3 Learning Outcomes

By the end of the course unit, the learner will be able to:
   a) Identify HR challenges/problems.
   b) Analyze various methodologies that can be applied in data collection for different types of projects.
   c) Analyze and interpret project data and make conclusions based on the data collected.
   d) Write and present a Human Resource Project report in an acceptable format.

22.4 Course Unit

The topics and subtopics of the course unit are shown on the table below.

TOPIC	SUB TOPICS
Types of Projects	» Practical » Mathematical » Evaluative » Research
Project Identification	» Type of project » Sources of data » Quality specifications » Available appropriate technology(Materials and equipment) » Personnel required » Time factor » Finance Available
Problem Identification and Project Objectives	» Methods of problem identification » Developing project objectives
Justification of Project Proposal	» Types of justification » Sample of project proposal justification

Development of Project Proposal	» Introduction » Objectives » Available information(Literature review) » Methodology » Analysis » Budgeting » Timing
Research Methodology	» Types of data » Research Design » Methods of data collection » Data analysis and interpretation » Reporting and recommendations » Conclusion