



## **Postgraduate Certificate in Human Resources and Talent Development**

MQF/EQF Level 7

### **Course Outline**

Duration: 6 months

## Overall Course Objectives

The learning outcomes presented below have been defined in line with the descriptors for the Level 7 of the Malta Qualification Framework.

### Knowledge:

- Has a comprehensive and critical understanding of the principal current research issues in the specialisation area;
- Possesses multi-disciplinary theoretical and practical knowledge of management within the domain of the specialisation area.

### Skills:

- Demonstrates capability in using knowledge and skills of the specialisation area to adapt to the fast-changing business environment and to efficiently manage people and projects within the specialisation area;
- Possesses specialised problem-solving skills in the specialisation area required to develop new knowledge and procedures to solve practical problems;
- Develops new skills in response to emerging knowledge and techniques in the domain of the specialisation area including digital skills and use of modern technologies;
- Demonstrates specialised knowledge of management that includes reflecting on social and ethical responsibilities linked to execution of the managerial function.

### Competencies:

- Demonstrates autonomy in the direction of personal development and lifelong learning applicable to the business environment;
- Manages and transforms work or study contexts in the field of specialisation that are complex and unpredictable and require new strategic approaches;
- Has the learning skills to allow continuation to study the specialisation area in a manner that may be largely self-directed or autonomous.

## **COURSE OUTLINE**

### **Strategic Human Resource Management**

This unit provides students with comprehensive approaches to manage the human resource strategically and effectively and covers the concepts, techniques and challenges facing organisations as they relate to the process of effective people management. The unit introduces students to strategic human resource management as a field of theoretical study and of professional practice. It discusses the strategic and managerial roles of human resource management in an organisation, all of which must be understood for a successful career in this field. Upon completion of this unit, students will gain a practical knowledge of human resources strategy and the role of the HR practitioner as strategic partner to the business and will be able to develop effective policies, with regard to strategic HRM, with appropriate sensitivity and responsiveness to the current circumstances within the organisation.

#### **Competencies**

- Demonstrate autonomy in contributing effectively to contemporary organisations in terms of awareness of the complexity and importance of strategic human resource management;
- Create a research-based diagnosis to problems in strategic HRM by integrating knowledge from other fields of management science and by evaluating the significance of empirical evidence in understanding strategic HRM issues;
- Manage people in organisations and demonstrates the ability to respond to the fast-changing labour markets environment.

## **International Perspectives on Employee Relations**

This unit explores issues of regulation of the employment relationship. The role of the state, employers and trade unions in employee relations systems are central to this unit. Comparisons are made across different institutional and national contexts. Contemporary employee relations issues (such as those related to the “Gig Economy”) are addressed, which may include supranational influences such as the ILO and labour standards. Upon completion of the unit, students will demonstrate specialised problem-solving skills required to adapt organisational and HR strategies and practices to existing and emerging government policies and regulations in the area of employee relations.

### **Competencies**

- Manage people adhering to the principles and regulations of employee relations and demonstrate the ability to respond to the fast-changing employment markets environment;
- Be accountable and responsible for adapting organisational and HR strategies and practices to existing and emerging policies and regulations in the area of employee relations in those countries where the organisation operates;
- Create a research-based diagnosis to problems in employee relations by integrating knowledge from law, economics, and international business fields and take responsibility for solving complex problems associated with management of the employment relationship in international organisations.

## **Talent Development and Management**

This unit covers the building blocks organisations use to manage talent management strategies. Students will learn how to create an organisational environment that enables people to thrive and will explore the major facets of talent management from developing core competencies to assessing and developing talent, and to driving employee engagement and retention. Upon completion of the unit, students will demonstrate specialised problem-solving skills needed to meet strategic business objectives by maximising people's potential and performance through well-designed talent management approaches.

### **Competencies**

- Manage and transform professional contexts that are complex and unpredictable and require new strategic approaches by using talent management principles to maximise people's potential and performance at work;
- Manage people and projects that require professionals with specific skills by using talent management strategies to attract, engage, develop, and retain global talent and to respond to the fast-changing global labour market environment;
- Create a research-based diagnosis to problems in people management and organisational performance by integrating knowledge from interdisciplinary fields such as strategic management, finance, and human resources management and make judgements on people engagement and performance with incomplete or limited information.

## **Diversity Management and Global Workplace Inclusion**

This unit provides a comprehensive overview of diversity and inclusion (D&I) in the workplace, through the discussion of the many dimensions of diversity and the introduction of a consistent and effective framework that could be used to foster inclusion in the business environment. The unit also helps to understand that people belong to different age groups, races and ethnicities, are of different genders and have different sexual orientation, besides leading, managing, thinking, and learning in diverse ways. Upon completion of the unit, students will demonstrate specialised knowledge of diversity & inclusion that includes reflecting on social and ethical responsibilities linked to the application of that knowledge in managing human resources in multinational organisations and an ability to develop work environments that appropriately value, support and engage all employees.

### **Competencies**

- Manage people appraising current perspectives on the relationships among diversity and inclusion in global organisations and demonstrate the ability to respond to the multiple types of diversity affecting organisations, including racial, gender, cultural, socio-economic, and generational diversity;
- Manage and transform work or study contexts that require solutions to organisational problems associated with ensuring full participation of many diverse participants;
- Take responsibility for reviewing the strategic performance of diverse teams by applying various strategies for building bridges between diverse groups within the workforce for more productive working relationships.

## **Digital HR Tech and Tools**

HR is not exempt from being affected by business digital transformation processes. Unprecedented and fast innovation in HR technology provides digital solutions that increase and enable customisation, underpin predictive analytics, and redefine traditional HR approaches. This unit provides students with the knowledge and skills needed to be a driver of HR's digital transformation and to build a career as a future-forward and innovative HR manager. Upon completion of the unit students will demonstrate capability in using knowledge and skills of digital HR to adapt to the fast-changing work environment and to manage people efficiently by developing a digital HR strategy and by performing critical evaluation and analysis on how HR needs to adopt new capabilities, new skills, and a new perception of what will make people productive in the future.

### **Competencies**

- Take responsibility for contributing to professional knowledge by being a driver of HR's digital transformation in an organisation;
- Manage human resources by demonstrating the ability to respond to digital transformation processes and the fast-changing work environment trends and tendencies;
- Has the learning skills to allow continuation to study digital HR and new emerging digital HR tools in a manner that may be largely self-directed or autonomous.