Unit:
Human Resources in Business

Assignment

20 Credit Version

Sample Assignment

Important notes

- Please refer to the *Assignment Presentation Requirements* for advice on how to set out your assignment. These can be found on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You must read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensure that you acknowledge all the sources that you use in your work. These documents are available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You **must** complete the *Statement and Confirmation of Own Work*. The form is available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- Please make a note of the recommended word count. You could lose marks if you write 10% more or less than this.
- All electronic media will be checked for plagiarism.

Introduction

This assignment requires you to demonstrate the critical understanding of the major practices and processes designed to manage the performance of an organisation's human resources that you have acquired during this module.

The assignment, therefore, requires knowledge of both human resource management as a discipline and organisational development as a process.

Choosing an appropriate organisation

Choosing an organisation upon which to focus involves selecting a business in which you are interested. It may be one in which you are currently working, aspire to work, or are otherwise familiar. It might include, for example, commercial airlines, banking, fashion retail. It may be of any size. The key thing is that you can gain sufficient insight, whether by experience or research, into the issues concerning HRM and performance in the business.

Your role is that of a specialist who has been asked to address issues linking HR and organisational performance and make appropriate recommendations for action.

Researching your organisation

Your research involves systematically studying appropriate materials and sources in order to establish facts about your chosen organisation. You can make use of the wide range of web resources available to help you to understand the context in which your organisation operates, but do not limit yourself, to web-based sources of information. You should take care also to use academic, practitioner, industry and company sources.

The Assignment

This assignment requires you to demonstrate the critical understanding of the major practices and processes designed to manage the performance of an organisation's human resources.

You should to do this in a report that provides recommendations for improving practice in an organisation you choose. Your recommendations should be based both on a thorough analysis of the organisation and by reference to best practice.

In order to complete the assignment, you will need to choose and research an appropriate organisation and produce a 4,000 word, fully referenced, academic report. Your role is that of an HR specialist who has been asked to address issues linking HR and organisational performance and make appropriate recommendations for action.

You must complete all SIX (6) tasks that are part of this assignment.

Task 1 (10 marks)

Provide a brief (300 words) overview of your chosen organisation and an explanation of the Human Resource issues that it is facing.

Task 2 (20 marks)

a) Assess the extent to which your selected organisation has a 'human resource management-driven business strategy'. (10 marks)

b) Discuss the specific contribution that introducing a dedicated HR function could make to the development of the relationship between line managers and the workforce. (10 marks)

Task 3 (20 marks)

a) Assess the potential contribution of HR planning to supporting the HR strategy of your chosen organisation. (10 marks)

b) Your selected organisation is proposing to introduce a graduate development programme. Advise the programme manager on the appropriate methods for selecting recruits to the scheme and how the effectiveness of these methods can be judged. (10 marks)

Task 4 (30 marks)

a) A coherent approach to managing performance of all employees is essential to maintaining cohesiveness in the way the business operates. Discuss the key elements of an appropriate performance management system that your chosen organisation might use to help them achieve this. (10 marks)

b) Explain how 'variable pay' might be used in your chosen organisation as part of the firm's reward system. (10 marks)

c) Explain the key stages in a systematic approach to training and explain why and how investing in the development of employees benefits (or could benefit) your chosen organisation. (10 marks)

Task 5 (10 marks)

Evaluate for the management board how the ideas associated with EITHER employee engagement OR high-performance working might benefit the performance of the business.

Task 6 (10 marks)

Using the Rolfe, G., Freshwater, D. and Jasper, M. (2001) model, critically review the learning that you have undertaken in order to complete this assignment.

Based upon your learning, your reflection should include a description; an analysis and; an action plan in order to bring about improvements in the future.

Submission requirements

- *A single, word-processed document containing material pertaining to all tasks.*
- *The word count is **4000 words**, not including the bibliography or any appendices.*
- *The document should be structured as a report with a bibliography and appendices (where necessary). Refer to the Assignment Presentation Requirements (see front cover) for more information.*
- *Work that contains viruses, or work that cannot be run directly, will result in a fail grade being awarded for this assessment.*

Please see Guidance for Students at the end of this document for further information.

Candidate checklist

Please use the following checklist to ensure that your work is ready for submission.

Have you read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensured that you have acknowledged all the sources that you have used in your work? ❑

Have you completed the *Statement and Confirmation of Own Work* form and attached it to your assignment? **You must do this.** ❑

Have you ensured that your work has not gone over or under the recommended word count by more than 10%? ❑

Have you ensured that your work does not contain viruses and can be run directly? ❑

Guidance for Students

Purpose of the assignment

The aim of the assignment is to provide an opportunity for you to demonstrate your critical understanding of the major practices and processes designed to manage the performance of an organisation's human resources.

To do this successfully, you will need to choose and research an appropriate organisation and produce a 4,000 word report that address issues linking HR and organisational performance and makes appropriate recommendations for action.

Your work will be assessed on your ability to research and identify the issues, apply appropriate methodologies to analyse the business, and produce a set of recommendations to implement the change.

Consult your tutor if you are uncertain about any aspect of the assignment.

Academic Rigour

You should give clear and specific justification for the recommendations. This means that they should be based on evidence, good research and analysis, and thorough critical analysis using the theories, approaches and methods you have learnt whilst studying this unit. This will achieve far more than simple description.

You should cite every source you use and give clear references. We recommend the Harvard referencing system, but any standard system is acceptable, as long as it is consistent.

Your assignment must, of course, be entirely your own work and there are severe penalties for plagiarism outlined in the NCC documents *What is Academic Misconduct? Guidance for Candidate* and *Avoiding Plagiarism and Collusion: Guidance for Candidates.*

Mark Scheme

Please read the mark scheme thoroughly, which outlines what you need to achieve to gain marks in each section. It will give you a good idea of the areas you need to explore and the information, analysis and conclusions you need to present in each section. It will also show you how effective and thorough your work needs to be.

Format

The total assignment should be 4,000 words including all *SIX (6)* parts, but excluding the bibliography and appendix. There is no specific word count for each task but you should take the marks for each task as a guide.

Appendices

There is no requirement for appendices nor a penalty for not including them, but they do provide an opportunity to demonstrate that your ideas and recommendations are supported by relevant academic models and research.

Any appendices should be no more than FOUR (4) pages long. You should use it to present supporting information that is too detailed to include in the main body of your assignment.

Appendices are not included in your word count nor allocated any marks. But well-produced appendices can support your report and help you gain marks for those sections to which they refer. You should only include **relevant** information in your appendices and make reference to them in the body of the assignment.

You might, for example, include additional details of your industry or business or detailed analysis from one of the analytical tools.

Bibliography

You should include a bibliography that references all information you have used (printed and online materials) to produce your assignment.