



Ofqual QAN	<i>Sample</i>
Quartz ID	<i>Sample</i>
Qualification	Level 2 Diploma in Business

Unit ID	<i>Sample</i>
Assessment	The Role of HR
Assessment Type	Global Assignment
Assessment Cycle	<i>Sample</i>

HRM Report

SAMPLE Marking Scheme

Markers are advised that, unless a task specifies that an answer be provided in a particular form, then an answer that is correct (factually or in practical terms) **must** be given the available marks. If there is doubt as to the correctness of an answer, the relevant NCC Education materials should be the first authority.

This marking scheme has been prepared as a **guide only** to markers and there will frequently be many alternative responses which will provide a valid answer.

Each candidate's script must be fully annotated with the marker's comments (where applicable) and the marks allocated for each part of the tasks.

Throughout the marking, please credit any valid alternative point.

Marker's comments:

Moderator's comments:

Mark:

Moderated mark:

Final mark:

Penalties applied for academic malpractice:

Important note on word counts:

Assignments which exceed the wordcount by more than 10% will be marked but markers must not read any words that exceed the 10% leeway, no marks will be awarded, and no feedback provided for any text beyond this prescribed limit.

Markers must indicate on the script and in the marking breakdown the point at which the limit is reached which is, by definition, where they have stopped marking.

Task	Guide	Maximum Marks
1	<p>Introduction- 200 words</p> <p>Criteria:</p> <ul style="list-style-type: none">• Clear introduction of the fictional organisation, including its mission and industry (2)• Explanation of the significance of HRM in achieving organisational goals (3) <p>Marks Breakdown:</p> <ul style="list-style-type: none">• 5 – Excellent introduction of the organisation and HRM’s role.• 4 – Good, but minor areas need more clarity.• 3 – Adequate, some parts not fully explained• 2 – Weak, lacks depth in explaining key elements• 1 – Very minimal or missing.• 0 – No introduction of the organization or HRM’s role, or the content is irrelevant and does not meet the assignment requirements. <p>Example</p> <p><i>Sports Balance is a fictional sportswear brand dedicated to creating high-performance, sustainable athletic clothing for all types of athletes. Founded in 2015, the company’s mission is to empower athletes through innovative, eco-friendly products that enhance their performance while reducing environmental impact. As a company in the highly competitive sportswear industry, Sports Balance relies on a strong team to design, market, and distribute its products worldwide.</i></p> <p><i>Human Resource Management (HRM) is essential for Sports Balance to attract, retain, and motivate talent that can drive the brand’s growth. Through effective HRM practices, the company can maintain a positive work environment, foster innovation, and keep employees aligned with the brand’s goals. This report will explore Sports Balance’s HRM strategy across various functions, including recruitment, performance management, and workplace policies.</i></p>	<hr/> 5

Task	Guide	Maximum Marks
2	<p>Role of HRM - 300 words</p> <p>Criteria:</p> <ul style="list-style-type: none"> • Discussion of key HRM functions within the organisation (5) • Clear explanation of how HRM contributes to business success (5) <p>Marks Breakdown:</p> <ul style="list-style-type: none"> • 10 – Thorough explanation aligns HRM functions with business goals. • 8-9 – Good discussion but lacking in a few areas. • 6-7 – General discussion with some missing links. • 4-5 – Lacks clarity or depth. • 0-3 – Minimal or irrelevant content. <p>Example</p> <p><i>At Sports Balance, HRM plays a strategic role in building a skilled and motivated workforce. The HR team manages essential functions such as recruitment, onboarding, performance management, and training, all of which contribute to the company's success.</i></p> <p><i>Sports Balance's HRM team ensures that hiring practices align with the company's values of innovation and sustainability. For example, HRM actively seeks candidates who are passionate about sports and eco-friendly practices, as they are more likely to connect with Sports Balance's mission. HRM also coordinates employee development programs to support career growth, which is important in a competitive industry where skilled employees often move quickly between companies.</i></p> <p><i>Furthermore, HRM promotes a positive work culture that emphasises teamwork, creativity, and personal well-being. By doing so, Sports Balance can retain talented employees and create an environment where innovation thrives. Through these functions, HRM contributes to building a dedicated team that can drive the brand's growth in the global market.</i></p>	<hr/> <p>10</p>
3	<p>Staff Performance Management - 400 words</p> <p>Criteria:</p> <ul style="list-style-type: none"> • Clear description of the importance of managing staff performance (5) • Well-developed methods for setting targets and objectives for employees (5) • Strategies for monitoring, tracking, and recognising achievements are sound and practical (5) <p>Marks Breakdown:</p> <ul style="list-style-type: none"> • 15 – Excellent understanding and explanation, with strong methods and strategies. 	<hr/> <p>15</p>

Task	Guide	Maximum Marks
	<ul style="list-style-type: none"> • 12-14 – Good but could improve with more specific examples. • 9-11 – Adequate but missing key elements or detail. • 6-8 – Weak in either explaining importance or lacking in practical methods. • 0-5 – Very minimal effort or missing key components. <p>Example <i>At Sports Balance Performance management is essential to keep employees motivated and aligned with the company's goals. Through a structured performance management process, HR ensures that employees understand their roles, meet targets, and can grow within the organisation.</i></p> <p>Setting Clear Targets <i>Sports Balance sets clear performance targets for each department based on the company's goals. For example, the design team may have targets for launching a set number of new product lines per season, while the marketing team may aim to increase brand awareness by a specific percentage. These targets provide employees with a clear understanding of what success looks like in their roles.</i></p> <p>Tracking and Feedback <i>Employees meet with their managers monthly to discuss progress, share achievements, and address challenges. HRM tracks individual and team performance through digital dashboards, enabling managers to recognise high-performing team members. Recognising accomplishments, whether through a simple acknowledgment in team meetings or an Employee of the Month award, boosts morale and encourages continued high performance.</i></p> <p>Supporting Growth <i>Sports Balance values growth and provides employees with resources like mentorship, skill-building workshops, and industry conferences. For example, the design team might attend a workshop on sustainable materials to stay updated on trends. This approach helps employees feel valued, increases engagement, and supports the company's focus on innovative, sustainable products. By actively managing performance, Sport Balance fosters a motivated team that is well-prepared to contribute to the company's growth and mission.</i></p>	
4	<p>Workplace Policies - 300 words Criteria:</p> <ul style="list-style-type: none"> • Clear outline of 2-3 workplace policies related to discipline, grievance, and/or underperformance management (5) • Discussion of the importance of policies in maintaining a positive environment (5) 	10

Task	Guide	Maximum Marks
	<p>Marks Breakdown:</p> <ul style="list-style-type: none"> • 10 – Excellent, clear, and well-structured policies. • 8-9 – Good, with minor areas needing more development. • 6-7 – Adequate but lacking depth in either policies or their importance. • 4-5 – Lacks clear policies or relevance to maintaining a work environment. • 1-3 – Minimal or missing content. <p>Example <i>Sports Balance. has clear workplace policies that promote a safe, fair, and productive work environment. These policies cover employee conduct, grievance procedures, and guidelines for handling underperformance, which help HR maintain a positive workplace culture.</i></p> <p>Disciplinary Policy <i>The disciplinary policy is designed to help employees improve when issues arise, rather than just punishing them. For example, if an employee consistently misses deadlines, HR will discuss the reasons behind this issue and provide support or an improvement plan if needed. This approach encourages employees to take responsibility while also giving them the tools to succeed.</i></p> <p>Grievance Policy <i>Sports Balance has a formal grievance policy that allows employees to voice their concerns. For instance, if an employee feels they were treated unfairly by a manager, they can raise a grievance with HR in a confidential setting. This policy helps maintain trust, as employees feel their concerns are heard and addressed fairly.</i></p> <p>Performance Improvement Policy <i>When an employee is struggling to meet expectations, HR will work with them to create a performance improvement plan. This plan may include setting smaller, achievable goals, additional training, or pairing them with a mentor. By focusing on improvement, Sports Balance helps employees succeed rather than dismissing them, which strengthens the overall team.</i></p> <p><i>Through these policies, Sports Balance ensures that the workplace remains positive, inclusive, and fair, which in turn supports the company's mission and values.</i></p>	
5	<p>Performance Management Principles - 300 words</p> <p>Criteria:</p> <ul style="list-style-type: none"> • Clear explanation of 2-3 performance management principles (5) • Structured and well-explained approach to performance reviews (5) 	10

Task	Guide	Maximum Marks
	<p>Marks Breakdown:</p> <ul style="list-style-type: none"> • 10 – Strong explanation and application of principles and review processes. • 8-9 – Good explanation, though lacking minor details. • 6-7 – Adequate, but missing clarity in principles or review structure. • 4-5 – Weak, lacks depth in explaining reviews or principles. • 0-3 – Minimal effort or missing key points. <p>Example <i>Three principles in performance management that Sports Balance follows are: transparency, fairness, and constructive feedback. These principles help create a supportive environment where employees understand expectations and feel motivated to succeed.</i></p> <p>Transparency <i>Transparency is key to creating a trusting work environment. At Sports Balance, all employees know the company's performance goals and how they contribute to achieving them. For example, during quarterly meetings, HR and management share the company's goals and highlight each department's role in reaching these targets. This ensures that employees feel informed and understand the bigger picture.</i></p> <p>Fairness <i>Fairness means that all employees are evaluated using the same standards. During performance reviews, managers use clear criteria to assess everyone's contributions, ensuring that assessments are unbiased. This fairness is especially important in a fast-paced industry like sportswear, where clear standards help reduce any potential for favouritism or unfair treatment.</i></p> <p>Constructive Feedback <i>Feedback is an essential part of growth at Sports Balance. Performance reviews are conducted every six months, where managers provide constructive feedback and discuss areas for improvement. For example, an employee in marketing might receive feedback on how to improve digital campaign strategies. This feedback process helps employees learn and grow, while also allowing them to contribute more effectively to the company's goals.</i></p> <p><i>By following these principles, Sports Balance maintains a motivated and high-performing team aligned with the brand's mission of innovation and sustainability.</i></p>	

Task	Guide	Maximum Marks
6	<p>Recruitment and Selection - 400 words</p> <p>Criteria:</p> <ul style="list-style-type: none"> • Comprehensive recruitment planning, identifying needs and job descriptions (5) • Effective recruitment and selection methods discussed (5) • Development of a clear and efficient interview process (5) <p>Marks Breakdown:</p> <ul style="list-style-type: none"> • 15 – Excellent recruitment strategy with sound methods and process. • 12-14 – Good, with some minor areas for improvement. • 9-11 – Adequate, but missing detail or rationale in one or more areas. • 6-8 – Lacks clear strategy or sufficient discussion of methods. • 0-5 – Minimal or irrelevant content. <p>Example <i>Sports Balance recruitment and selection process focuses on attracting individuals who align with the brand's mission and values. The process begins with workforce planning to identify which skills and roles are needed to support the company's goals.</i></p> <p>Recruitment Process <i>To attract the right candidates, Sports Balance posts job openings on job boards that specialise in the sportswear and fashion industries. Each job posting highlights the company's commitment to sustainability and innovation, appealing to candidates who share these values. Sports Balance also uses social media to reach a younger, sports-oriented audience interested in the brand.</i></p> <p>Selection Process <i>During interviews, candidates are asked questions related to their skills and their fit with Sports Balance's values. For example, they may be asked how they would approach designing sustainable sportswear or launching a campaign that promotes eco-friendly products. This helps HR and hiring managers evaluate not only candidates' technical abilities but also their passion for the brand's mission.</i></p> <p>Onboarding <i>Once selected, new hires go through a structured onboarding process that introduces them to Sports Balance's mission, culture, and values. New employees receive an "Employee Handbook" with essential information on workplace policies and goals. This onboarding process ensures that everyone understands their role and how they can contribute to the brand's success.</i></p>	<hr/> <p>15</p>

Task	Guide	Maximum Marks
	<p><i>Through this recruitment and selection process, Sports Balance builds a team that is both skilled and enthusiastic about advancing the brand's mission.</i></p>	
7	<p>Onboarding and Training - 400 words</p> <p>Criteria:</p> <ul style="list-style-type: none"> • <i>Clear explanation of onboarding processes and their significance (5)</i> • <i>Well-outlined plan for supporting training and development (10)</i> <p>Marks Breakdown:</p> <ul style="list-style-type: none"> • <i>15 – Excellent onboarding process and comprehensive training support.</i> • <i>12-14 – Good explanation but lacking in specific areas.</i> • <i>9-11 – Adequate, but missing depth in onboarding or training.</i> • <i>6-8 – Weak in either onboarding or training support.</i> • <i>0-5 – Minimal or missing effort.</i> <p>Example</p> <p><i>Sports Balance onboarding and training programs help new employees settle smoothly into their roles and understand the company's commitment to innovation and sustainability.</i></p> <p>Onboarding Process</p> <p><i>The onboarding process includes an introduction to the company's values, key projects, and workplace policies. New employees meet with their team and mentors, who help them adjust and understand their responsibilities. This process helps new hires feel comfortable and ensures they understand how their work aligns with the company's goals.</i></p> <p>Training and Development</p> <p><i>Sports Balance offers ongoing training opportunities for employees to develop their skills and stay updated on industry trends. Training sessions cover topics like sustainable design, marketing strategies, and customer service. For example, designers might attend workshops on eco-friendly materials, while customer service teams receive training on improving customer experience.</i></p> <p><i>Employees are encouraged to participate in workshops, seminars, and online courses to further their skills. This commitment to training helps employees feel valued and</i></p>	<p style="text-align: right;">15</p>

Task	Guide	Maximum Marks
	<p><i>motivated, while also ensuring that Sports Balance stays competitive in the sportswear industry.</i></p> <p><i>By investing in onboarding and training, Sports Balance builds a knowledgeable and capable workforce that can adapt to the brand's needs and contribute to its success.</i></p>	
8	<p>Conclusion - 200 words</p> <p>Criteria:</p> <ul style="list-style-type: none"> • <i>Summary of key elements in the HRM strategy (3)</i> • <i>Highlight of expected outcomes for both the organisation and employees (2)</i> <p>Marks Breakdown:</p> <ul style="list-style-type: none"> • <i>5 – Excellent summary with clear expected outcomes.</i> • <i>4 – Good but needs more clarity in outcomes or summary.</i> • <i>3 – Adequate but lacks depth in summation.</i> • <i>2 – Weak conclusion with minimal effort.</i> • <i>1 – Missing or inadequate.</i> • <i>0 – No summary of key elements in the HRM strategy or expected outcomes, or the content is irrelevant and does not meet the assignment requirements.</i> <p>Example</p> <p><i>Sports Balance HRM strategy plays a vital role in building a motivated, skilled team that supports the brand's mission of creating sustainable sportswear. Through effective recruitment, performance management, and training, HRM ensures that employees are well-prepared and aligned with the company's goals.</i></p> <p><i>By implementing clear workplace policies and focusing on transparency, fairness, and constructive feedback, Sports Balance fosters a positive work environment where employees feel supported and valued. These HRM practices contribute to high employee retention, increased motivation, and a stronger, more cohesive team.</i></p> <p><i>In conclusion, Sports Balance's HRM approach supports the brand's growth and success in the sportswear market. By prioritizing people, Sports Balance is well-positioned to continue its mission of innovation and sustainability in the industry.</i></p>	<p>5</p>
9	<p>Overall Structure, Presentation, and Referencing</p> <p>Criteria:</p> <ul style="list-style-type: none"> • <i>Clear and logical structure (5)</i> • <i>Well-presented, professional format with no major grammatical errors (5)</i> • <i>Correct referencing style and use of credible sources (5)</i> <p>Marks Breakdown:</p> <ul style="list-style-type: none"> • <i>15 – Excellent structure, presentation, and referencing.</i> 	<p>15</p>

Task	Guide	Maximum Marks
	<ul style="list-style-type: none"> • 12-14 – Good, with minor improvements needed. • 9-11 – Adequate, but may have some issues with grammar, formatting, or referencing. • 6-8 – Lacking in structure, multiple grammatical errors, or poor referencing. • 0-5 – Minimal effort or failure to meet key requirements. 	

Learning Outcomes matrix

Task	Learning Outcome(s) / Assessment Criteria assessed	Marker can differentiate between varying levels of achievement
1. Introduction	1.1 - 1.2	Yes
2. Role of HRM	1.1 - 1.2	Yes
3. Staff Performance Management	2.1 - 2.3	Yes
4. Workplace Policies	2.4	Yes
5. Performance Management Principles	3.1 - 3.3	Yes
6. Recruitment and Selection Methods	4.1 - 4.4	Yes
7. Onboarding and Training	5.1 - 5.3	Yes
8. Conclusion	1.1-5.3	Yes

Grade descriptors

Learning Outcome	Pass	Merit	Distinction
Demonstrate an understanding of the role of Human Resource Management (HRM) within the workplace	Demonstrate adequate understanding of the role of HRM within the workplace. Clear introduction with adequate explanation of HRM's role and contribution to business success, though lacks detail and/or clarity.	Demonstrate good understanding of the role of HRM within the workplace. Clear introduction with good explanation of HRM's role and contribution to business success, though lacking depth or missing some key elements.	Demonstrate excellent understanding of the role of HRM within the workplace. Clear introduction with excellent explanation of HRM's role and contribution to business success, though minor areas could be expanded.
Demonstrate an understanding of the management of staff performance within the workplace	Demonstrate adequate understanding of the management of staff performance within the workplace with adequate strategies which are either too simplistic or underdeveloped. Adequate policies but missing key components or lacking connection to the organisation's goals.	Demonstrate good understanding of the management of staff performance within the workplace though some strategies are underdeveloped or unclear. Well-developed policies that are relevant to the organisation's environment but lack depth or are missing important considerations	Demonstrate excellent understanding of the management of staff performance within the workplace with effective strategies but could benefit from more examples or depth. Well-developed policies that are relevant to the organisation's environment, though lacking some finer details.

		related to the organisation.	
Demonstrate an understanding of the principles of staff motivation, commitment, and engagement within the workplace	Demonstrate adequate understanding of the principles of staff motivation, commitment, and engagement within the workplace. Adequate explanation of principles but the review processes are weak, with little detail on how performance reviews will be conducted.	Demonstrate good understanding of the principles of staff motivation, commitment, and engagement within the workplace. Clear explanation of principles and well-structured review processes but lacking in detail or structure when discussing performance reviews.	Demonstrate excellent understanding of the principles of staff motivation, commitment, and engagement within the workplace. Clear explanation of principles and well-structured review processes, but with minor omissions or areas needing more depth.
Demonstrate an understanding of staff recruitment and selection for the workplace	Demonstrate adequate understanding of staff recruitment and selection for the workplace. Adequate recruitment plan and methods, lacking sufficient detail in both job descriptions and selection methods.	Demonstrate good understanding of staff recruitment and selection for the workplace. Good recruitment plan and methods but lacks clarity or depth in job descriptions and/or the interview process.	Demonstrate excellent understanding of staff recruitment and selection for the workplace. Excellent recruitment plan and methods, with minor areas for improvement in the job descriptions or interview process.
Demonstrate an understanding of staff onboarding, induction, training, and development within the workplace	Demonstrate Adequate understanding of staff onboarding, induction, training, and development within the workplace. Adequate onboarding and training plan, but lack depth, detail, or a coherent plan for employee development.	Demonstrate good understanding of staff onboarding, induction, training, and development within the workplace. good onboarding and training plan, but with gaps in the explanation or breadth of employee development strategies.	Demonstrate excellent understanding of staff onboarding, induction, training, and development within the workplace. Excellent onboarding and training plan, but with minor gaps in the explanation or breadth of employee development strategies.
Conclusion and Format	Adequate summary, with fair outcomes, but lacking reflection on the organisational impact. Fairly well-organised, with several grammatical	Good summary, with expected outcomes, but lacking insight on the organisational impact. Clear and organised, with some grammatical errors	Excellent summarised, with clear expected outcomes, but lacking some deeper reflection on the organisational impact.

	errors and adequate use of references, which could be improved.	and good use of references, though could be improved.	Clear and well-organised, with minor grammatical errors and excellent use of references, though could be slightly improved.
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