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| PearsonHigher Nationals in Business |
| Business |
| ASSESSMENT BRIEF |
| Unit: | **3 Human Resources Management** |
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| **April 2019** |  |

Higher National Certificate in Business

 Assessment Brief

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| Student Name |  |
| **Unit Number and Title** | **3 Human Resources Management** |
| Academic Year | 2018/19 |
| Unit Tutor |  |
| **Assignment Title** | **Organisations** |
| **Issue Date** | 13/05/2019 |
| Submission Date | 18/07/2019 |
| IV Name & Date |  |

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| **Unit Learning Outcomes** |
| 1. Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business objectives.
2. Evaluate the effectiveness of the key elements of Human Resource Management in an organisation.
3. Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation.
4. Apply Human Resource Management practices in a work-related context.
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| **TASK 1 (LO1 to LO3)****Evidence to be submitted: Written Report** |
| **Assignment Brief and Guidance (LO1-LO3)** |
| **LO1** Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business objectives.**LO2** Evaluate the effectiveness of the key elements of Human Resource Management in an organisation.**LO3** Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation. **M1** Analyse how the structure, size and scope of different organisations link to the business objectives and product and services offered by the organisation.**M2** Analyse the advantages and disadvantages of interrelationships between organisational functions and the impact that can have upon organisational structure.**M4** Evaluate the key aspects of employee relations management and employment legislation that affect HRM decision-making in an organisational context.**D1** Critically evaluate the strengths and weaknesses of different approaches to recruitment and selection, supported by specific examples.**D2** Critically evaluate HRM practices and application within an organisational context, using a range of specific examples.**D3** Critically evaluate employee relations and the application of HRM practices that inform and influence decision-making in an organisational context. |
| **Scenario (for LO1, LO2 LO3):** You have been appointed as a trainee human resource manager in ALDI after you completed your HNC program. You have been assigned to work with newly recruited employees and management for a newly opened Branch at Wembley Central. As part of your role, you are required to carrying out an induction and refresher training for the newly recruited HR administrative staff for the above Aldi branch. After the training, you must submit a written report based on learning outcomes 1 to 3.  |
| **Your report must cover the following:** 1. An overview of the organisation.
2. An explanation of the purpose of the HR function and the key roles and responsibilities of the HR function. Also, assess how the functions of HRM can provide talent and skills appropriate to fulfil business objectives.
3. An assessment of the approach to workforce planning, recruitment and selection, development and training, performance management and reward systems. Critically evaluate the strengths and weaknesses of different approaches to recruitment and selection, supported by specific examples
4. The approach to and effectiveness of employee relations and employee engagement, and comment on the adoption of flexible organisation and flexible working practice and ‘employer of choice. In addition, explore the different methods used in HRM practices, providing specific examples to support evaluation within an organisational context.
5. Carry out analysis of internal and external factors that affect Human Resource Management decision-making, including employment legislation within which the organisation must operate with. Also, evaluate the key aspects of employee relations management and employment

Legislation that affect HRM decision-making in the given scenario. 1. Critically evaluate employee relations and the application of HRM practices that inform and influence decision-making in an organisational context. In addition, evaluate the key aspects of employee relations management and employment legislation that affect HRM decision-making in your given scenario.
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| **TASK 2/LO4 (Group activity in class on week 7)****Evidence to be submitted: A reflection based on recruitment activity in class supported by documents used for the class activity**  |
| **Assignment Brief and Guidance (LO1-LO3)** |
| **LO4** Apply Human Resource Management practices in a work-related context**M5** Provide a rationale for the application of specific HRM practices in a work-related context. |
| **Scenario 2 (LO4)**While working as a Trainee Human Resources Manager at ALDI department, or in an organisation of your choice. You have been asked to take part in the testing of new recruitment and selection processes.Drawing on all the research you have done in task 1, you will work in a small team (3–4 members) to design job specifications for a driver, customer service assistant and a security officer positions in the organisation. Also, you are required to take part in an interview simulation for a job role advertised by another team.10 minutes will be allocated for each group’s interview session.The aim of your team is to test the recruitment and selection processes and each complete an individual document portfolio to submit. The document for the portfolio should include:* The design of a job specification for one of a number of given positions in the organisation.
* A CV for each student, tailored to apply for one of the positions advertised by another team.
* Documentation of preparatory notes based on the selection criteria and a justified a decision of the candidate selected.
* A job offers to the selected candidate.
1. Illustrate the application of HRM practices in a work-related context, using specific examples through the above group activity. In addition, carry out evaluation of the process and the rationale for conducting appropriate HR practices.
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| **Assignment Submission Format** |
| The submission evidence for task 1 is a written report (covering LO1 to LO3) and submission evidence for task 2 (LO4) is in the form of an individual written reflection based on the class activity on recruitment and selection. This should be written in a concise, formal business style using 1.5 line spacing and font size 12. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Please, also provide a bibliography using the Harvard referencing system. The recommended word limit for the reflection is 1,500 words and 2,000 words for the written report. Thus, together 3500 words is required to be submitted, although, you will not be penalised for exceeding the total word limit. |

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| **Pass** | **Merit** | **Distinction** |
| ***LO1. Explain the purpose and scope of Human Resource Management in terms of resourcing an organisation with talent and skills appropriate to fulfil business objectives.*** |  |
| P1 Explain the purpose and the functions of HRM, applicable to workforce planning and resourcing an organizationP2 Explain the strengths and weaknesses of different approaches to recruitment and selection | **M1**Assess how the functions of HRM can provide talent and skills appropriate to fulfil business objectives**M2** Evaluate the strengths and weaknesses of different approaches to recruitment and selection. | **LO1** **D1**Critically evaluate the strengths and weaknesses of different approaches to recruitment and selection, supported by specific examples.. |
| **LO2 *Evaluate the effectiveness of the key elements of Human Resource Management in an organisation*** |  |
| **P3** Explain the benefits of different HRM practices within an organization for both the employer and employee**P4** Evaluate the effectiveness of different HRM practices in terms of raising organisational profit and productivity. | **M3** Explore the different methods used in HRM practices, providing specific examples to support evaluation within an organizational context. | **LO2****D2** Critically evaluate HRM practices and application within an organizational context, using a range of specific examples |
| **LO3 *Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation*** |  |
| **P5** Analyse the importance of employee relations with respect to influencing HRM decision-making**P6** Identify the key elements of employment legislation and the impact it has upon HRM decision-making. | **M4** Evaluate the key aspects of employee relations management and employment legislation that affect HRM decision-making in an organizational context. | **LO3 & 4****D2** Critically evaluate employee relations and the application of HRM practices that inform and influence decision-making in an organizational context. |
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| **LO4 *Apply Human Resource Management practices in a work-related context*** |  |
| **P7** Illustrate the application of HRM practices in a work-related context, using specific examples. | **M5** Provide a rationale for the application of specific HRM practices in a work-related context. |  |
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| **Instructions to learners for completion of this assignment** |
| 1. This assessment is designed to assess your achievement of all the Learning Outcomes and associated assessment criteria in the relevant unit of the qualification you are undertaking. 2. Your lecturer will advise you about the assignment structure, presentation and assessment dates and tutorials/ support available. 3. You can take the opportunity to submit an unfinished draft or section of your work to your tutors for formative feedback.4. You should make sure that you plan your work carefully, to ensure that you cover all the requirements of the assignment and complete it within the time limit specified. 5. You must make sure that you acknowledge any sources you have used to complete this assignment, listing reference material and web sites used.6. You must Harvard referencing format throughout your work.7. If you require an extension to the submission date for personal, academic or health reasons, please contact your tutor and request the extension in writing. An extenuating circumstances form will be provided for this purpose please refers to the full extenuating circumstances policy for more details. (available on the VLE)8. Ensure to add your full name in either the header or footer of your assignment.9. You must include a statement of own work in all assessments. |

**I confirm that the attached final assignment is all my own work.**

Sign ……………………………………………… Date ………………………………

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| **Recommended resources and Referencing** |
|  **Support Materials** **Core Text Books and/or Further Reading:** **Textbooks** FOOT, HOOK AND JENKINS, *INTERNATIONAL HRM*. 7TH ED @ PEARSON EDUCATION LTS, 2016 GRAY DESSLER, A Framework for HRM, 5th edition@ Pearson education ltd, 2011 TORRINGTON, D, et al. (2011) *Human Resource Management.* 8th Ed. London: Prentice Hall. **Recommended Resources** ARMSTRONG, M. and TAYLOR, S. (2014) *Armstrong’s Handbook of Human Resource Management Practice.* 13th Ed. London: Kogan Page. BACH, S. and EDWARDS, M. (2013) *Managing Human Resources*. Oxford: Wiley. BRATTON, J. and GOLD, J. (2012) *Human Resource Management: Theory and Practice.* 5th Ed. Basingstoke: Palgrave. CIPD (Chartered Institute of Personnel and Development) available at www.cipd.co.uk.  **Harvard Referencing System** We expect students to use the alphabetical or name-date method known as the HARVARD system. There are two parts to this system: Citation within text or body of the report: In this, the author's surname and year of publication are cited in the text, e.g. (Bond, 2004). **Reference List:** A reference list (of these citations) is included at the end of the assignment, in alphabetical order by author. The reference list also includes additional details such as the title and publisher. A bibliography lists relevant items that you have used in the preparation of the assignment but not cited in your text. A bibliography should also be in the Harvard style and the inclusion of such a list shows that you have read widely beyond the items you have cited. **Examples of citation within text or body of the report:** • Cormack (1994, p.32-33) states that................ • ............ This view has been supported in the work of Cormack (1994, p.32-33). • Jones (1946) and Smith (1948) have both shown…… • Corporate Author: 1st citation: Royal College of Nursing (RCN), 2007 2nd citation: RCN, 2007 **Examples of listings in the reference list:** 1. Books with one author: Redman, P., 2006. Good essay writing: a social sciences guide. 3rd ed. London: Open University in assoc. with Sage. 2. Books with two, three or four authors The required elements for a reference are: Authors, Initials., Year. Title of book. Edition. Place: Publisher • Kirk, J. & Munday, R.J., 1988. Narrative analysis. 3rd ed. Bloomington: Indiana University Press. 3. Books with more than four authors For books where there are more than four authors, use the first author only with surname and initials followed by ―et al‖. The required elements for a reference are: Author, Initials., Year. Title of book. Edition. (only include this if not the first edition) Place: Publisher • Grace, B. et al., 1988. A history of the world. Princeton, NJ: Princeton University Press. 4. **E-books** For e-books, the required elements for a reference are: Author, Year, title of the book. [type of medium] Place of publication: Publisher • Fishman, R., 2005. The rise and fall of suburbia. [e-book]. Chester: Castle Press. If available at website: • Fishman, R., 2005. The rise and fall of suburbia. [e-book]. Chester: Castle Press. Available at: libweb.anglia.ac.uk / E-books [accessed 5 June 2005]. 5. **Journal articles** Author, Initials., Year. Title of article. Full Title of Journal, Volume number (Issue/Part number), Page numbers. • Perry, C., 2001. What health care assistants know about clean hands. Nursing Times, 97(22), p.63-64.6. **Newspaper articles** Author, Initials., Year. Title of article. Full Title of Newspaper Day and month before page numbers of article. • Slapper, G., 2005. Corporate manslaughter: new issues for lawyers. The Times, 3 Sep. p.4-5.7. Journal articles from an electronic source • Boughton, J.M., 2002. The Bretton Woods proposal: an indepth look. Political Science Quarterly, [online]. 42 (6), Available at: http://www.pol.upenn/articles (Blackwell Science Synergy) [accessed 12 June 2005].8. **Internet** • National electronic Library for Health. 2003. Can walking make you slimmer and healthier? (Hitting the headlines article) [Online]. (Updated 16 Jan 2005) Available at: http://www.nhs.uk.hth.walking [accessed 10 April 2005]. The title of a web page is normally the main heading on the page. 9. **E-version of annual reports** • Marks & Spencer, 2004. Annual report 2003-2004. [Online]. Available at: http://www-marks-and-spencer.co.uk/corporate/annual2003/ [accessed 4 June 2005]. |

Appendix 1: Summary information about Aldi:

**Further information about Aldi**

Aldi which is one of the world’s leading grocery retailers with more than 7,000 stores across 70 countries. The company originates from Germany, where it was founded in 1913 as one of the first retailers to offer self-service. Aldi has operated in the UK since 1990, and now has over 500 stores employing more than 20,000 people. Aldi is one of the world’s largest privately-owned companies and its stakeholders include suppliers, customers, employees and the communities in which it operates.