**CIPD Candidate Assessment Activity**

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| **Title of unit/s** | Business Issues and the Contexts of Human Resources | |
| **Level** | 5 | |
| **Credit value** | 6 | |
| **Assessment method(s)** | Written paper for delegate pack | |
| **Learning outcomes:**   1. Understand the key contemporary business issues and main external factors affecting different organisations and the impact on HR. 2. Understand how organisational and HR strategies and practices are shaped and developed. 3. Know how to identify and respond to changes in the business environment. | | |
| **Assessment brief/activity**  You have been asked by your CIPD Branch to lead a discussion at one of its events on ‘***The evolving role of HR in the contemporary business world’***. In preparation for the event you have been asked to produce an academic paper for the delegate pack, which includes the following:   * A comparison of two different tools\* for analysing an organisation’s business environment * An assessment of at least four factors which might impact on an organisation’s business and its HR function. * An analysis of two forces currently shaping HR and the HR agenda. * An explanation of the key stages of business strategy formulation and implementation and the potential role of HR in each of these. * An examination of the contribution HR can make to business ethics and accountability. * An explanation, with examples, of how business performance can be evaluated and the role of HR in ongoing business planning and change management. * An assessment of three different sources of business data with examples of how each can be used to inform business planning. | | **Assessment Criteria**  2.2  1.1  2.1  2.3  2.4  3.1  3.2 |
| **Evidence to be produced/required**  A written paper of approximately 3900 words in total.  *\*Note: The analysis tools should not include SWOT*  You should relate academic concepts, theories and professional practice to the way organisations operate, in a critical and informed way, and with reference to key texts, articles and other publications and by using organisational examples for illustration.  All reference sources should be acknowledged correctly and a bibliography provided where appropriate (these should be excluded from the word count). | | |

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| **Guidance for Assessors for: Business Issues and the Contexts of Human Resources (5CHR)**  **LOs 1, 2, & 3**  **This guidance is for assessors only and should not be handed out to candidates.** To achieve a Pass, candidates should produce work equating to approximately 3900 words, which reflects the guidance given below.  Candidates should relate academic concepts, theories and professional practice to the way organisations operate, in a critical and informed way, and with reference to key texts, articles and other publications and by using organisational examples for illustration.  All reference sources should be acknowledged correctly and a bibliography provided where appropriate (these should be excluded from the word count). | |
| **AC 2.2**  **AC 1.1** | Candidates should compare 2 different tools that can be used to analyse the business environment. (These should not include SWOT which is primarily featured in L3).  Candidates should assess at least 4 factors which impact on an organisation’s business and its HR function. Factors might include those linked to: government policy, the prevailing economy and market conditions, demographic, social and technological trends, globalisation, financial health, communications etc. Candidates should summarise the impact of their factors on the organisation and therefore its HR function. |
| **AC 2.1**  **AC 2.3**  **AC 2.4** | Candidates should analyse 2 forces currently shaping the HR agenda. This might include: different ideas, models or theories of the HR function, management structures, worker maturity, government policy, PESTLE factors, HR strategies, insights and solutions, stakeholder expectations.  Candidates should summarise the key stages in strategy formulation, from goal setting to evaluation and review. They should give examples of the contribution of HR linked to each of the relevant stages.  Candidates should discuss how HR contributes (or could contribute) to business ethics and accountability. For example, promoting, upholding, championing, informing, developing policy. |
| **AC 3.1**  **AC 3.2** | Candidates should give examples of how business/organisation performance can be evaluated, for example using different types of metrics: financial success, output, impact, efficiency, achievement of objectives, balanced scorecard. They should give examples of how HR contributes to ongoing business planning and change management (i.e. as a response to monitoring business performance) such as communicating the required change, championing, engaging others, providing support, monitoring).  Candidates should assess 3 different sources of business data and provide examples of how each could be used for business planning purposes. Examples might include: HR metrics such as HR costs, business metrics such as productivity etc, industry information e.g. trends in HR, competitive information, government information. |