



Unit: Human Resources in Business

Assignment 20 Credit Version

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.

Where markers award half marks in any part of a task, they should ensure that the total mark recorded for the task is rounded up to a whole mark.

Marker's comments:

Moderator's comments:

Mark:

Moderated mark:

Final mark:

Penalties applied for academic malpractice:

Task 1 - Introduction

10 marks

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

0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic overview of chosen organisation and explanation of the business issues that it is facing.	Limited overview of chosen organisation and explanation of the business issues that it is facing.	Adequate overview of chosen organisation and explanation of the business issues that it is facing.	Sound overview of chosen organisation and explanation of the business issues that it is facing.	Comprehensive overview of chosen organisation and explanation of the business issues that it is facing.
Indicative Content: Background information about the business and the industry/sector of which it is a part. To include origins, development and future plans. Current business priorities.				

Task 2

20 marks

a) Assess the extent to which your selected organisation has a 'human resource management-driven business strategy'.				
0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic assessment of the HRM strategy and explanation of the importance of people as a key organisational resource.	Limited assessment of the HRM strategy and explanation of the importance of people as a key organisational resource.	Consistent assessment of the HRM strategy and explanation of the importance of people as a key organisational resource.	Critical assessment of the HRM strategy and explanation of the importance of people as a key organisational resource.	Consistently critical assessment of the HRM strategy and explanation of the importance of people as a key organisational resource.

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.				
0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic discussion of the roles of HR professional practitioners and line-managers.	Limited outline of the roles of HRM professional practitioners and line-managers.	Appropriate outline of the roles of HRM professional practitioners and line-managers.	Sound outline of the roles of HRM professional practitioners and line-managers	Coherent outline of the roles of HRM professional practitioners and line-managers.
Basic description of the evolving relationships between line-managers, workers, and the HRM function.	Limited description of the evolving relationships between line-managers, workers, and the HRM function.	Appropriate description of the evolving relationships between line-managers, workers, and the HRM function.	Sound description of the evolving relationships between line-managers, workers, and the HRM function.	Coherent description of the evolving relationships between line-managers, workers, and the HRM function.
Indicative content: Definition of HRM. HRM and Organisational Strategy - HRM and its relationship to an organisation's external and internal environments. Roles in HRM. Optimising the performance of an organisation's Human Resources.				

Task 3

20 marks

a) Assess the potential contribution of HR planning to supporting the HR strategy of your chosen organisation.				
0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic explanation of the purposes, processes and limitations of HR planning.	Limited explanation of the purposes, processes and limitations of HR planning.	Consistent explanation of the purposes, processes and limitations of HR planning;	Critical explanation of the purposes, processes and limitations of HR planning;	Consistently explanation of the purposes, processes and limitations of HR planning;
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.				
0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic Identification of the principal elements in the processes of recruitment and selection	Limited Identification of the principal elements in the processes of recruitment and selection	Adequate Identification of the principal elements in the processes of recruitment and selection	Appropriate Identification of the principal elements in the processes of recruitment and selection	Convincing Identification of the principal elements in the processes of recruitment and selection
Basic assessment of the reliability and validity of specific techniques for selection, and design suitable selection methods for a given situation.	Limited assessment of the reliability and validity of specific techniques for selection, and design suitable selection methods for a given situation.	Appropriate assessment of the reliability and validity of specific techniques for selection, and design suitable selection methods for a given situation.	Sound assessment of the reliability and validity of specific techniques for selection, and design suitable selection methods for a given situation.	Coherent assessment of the reliability and validity of specific techniques for selection, and design suitable selection methods for a given situation.
Indicative Content: The purposes, processes and limitations of HR planning. The processes of recruitment. Selection methods: reliability and validity. Design of selection processes, including the role of e-selection methods.				

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.

0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic discussion of suitable methods of performance management and managing performance.	Limited discussion of suitable methods of performance management and managing performance.	Consistent discussion of suitable methods of performance management and managing performance.	Critical discussion of suitable methods of performance management and managing performance.	Consistently critical discussion of suitable methods of performance management and managing performance.

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

0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic explanation of alternative approaches to reward and recognition in organisations.	Limited explanation of alternative approaches to reward and recognition in organisations.	Appropriate explanation of alternative approaches to reward and recognition in organisations.	Sound explanation of alternative approaches to reward and recognition in organisations.	Coherent explanation of alternative approaches to reward and recognition in organisations.

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.

0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic explanation of the importance of personal development throughout an organisation's workforce.	Limited explanation of the importance of personal development throughout an organisation's workforce.	Appropriate explanation of the importance of personal development throughout an organisation's workforce.	Sound explanation of the importance of personal development throughout an organisation's workforce.	Coherent explanation of the importance of personal development throughout an organisation's workforce.
Basic application of learning theories to the management of employees' own learning and development	Limited application of learning theories to the management of employees' own learning and	Consistent application of learning theories to the management of employees' own learning and	Critical application of learning theories to the management of employees' own learning and	Consistently application of learning theories to the management of employees' own learning and

and in facilitating the training, learning and development of others.	development and in facilitating the training, learning and development of others.	development and in facilitating the training, learning and development of others.	development and in facilitating the training, learning and development of others.	development and in facilitating the training, learning and development of others.
Indicative Content: Issues concerning reward and recognition, pay and benefits, and Total Reward. Performance management: objective-setting and systematic performance review. Theories of learning; training and development; personal development; coaching and mentoring.				

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.

0-2marks	3-4marks	5-6marks	7-8marks	9-10 marks
Basic evaluation of the benefits to be gained from a culture of employee 'engagement'.	Limited evaluation of the benefits to be gained from a culture of employee 'engagement'.	Consistent evaluation of the benefits to be gained from a culture of employee 'engagement'.	Critical evaluation of the benefits to be gained from a culture of employee 'engagement'.	Consistently critical evaluation of the benefits to be gained from a culture of employee 'engagement'.
Basic evaluation of the importance of HPW as a set of business methodologies, and application of HPW techniques.	Limited evaluation of the importance of HPW as a set of business methodologies, and application of HPW techniques.	Consistent evaluation of the importance of HPW as a set of business methodologies, and application of HPW techniques.	Critical evaluation of the importance of HPW as a set of business methodologies, and application of HPW techniques.	Consistently critical evaluation of the importance of HPW as a set of business methodologies, and application of HPW techniques.
Indicative Content: Optimising the performance of an organisation's Human Resources. High Performance Working. Explanation of the relationship between employee engagement, performance and performance management. Introducing strategies to develop employee engagement and factors that support engagement.				

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.

0-3	4-6	7-10
Provides a brief description of the learning that occurred and a somewhat superficial analysis of its importance.	Provides a description of the learning that occurred supported by some analysis which would benefit from more substance.	Provides an in-depth description of the learning that occurred and a developed analysis of its importance.
Produces a simple action plan that gives limited or vague detail on the activities that need to take place in order to improve learning or practice.	Produces a sensible action-orientated action plan that provides some detail on activities that need to take place in order to improve learning or practice.	Produces a comprehensive, action-orientated action plan that details clear activities that need to take place in order to improve learning or practice.

Note to markers

Please take appropriate action for any malpractice (plagiarism, collusion, referencing issues etc.) discovered as per the *AQ_28-a01_Academic Misconduct Policy* document. Please also complete and submit the *Malpractice Declaration Form*.

Learning Outcomes matrix

Task	Learning Outcomes assessed	Marker can differentiate between varying levels of achievement
1	1	Yes
2	1	Yes
3	2	Yes
4	3,4	Yes
5	4	Yes
6	all	Yes

Grade descriptors

Learning Outcome	Pass	Merit	Distinction
Understand the importance of HRM in optimising the performance and commitment of an organisation's employees.	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand the role of effective and efficient resourcing of people in securing a workforce to contribute to organisational goals.	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand the general theory and practice related to a range of HRM practices and processes.	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding
Understand the content and significance of key developments in the HRM arena.	Demonstrate adequate level of understanding	Demonstrate robust level of understanding	Demonstrate highly comprehensive level of understanding