Designation: - Core Module - **Human Resource Management** (4259) **-** Research, Analysis and Academic Reading

Grade	Research, Analysis and Academic Reading
DISTINCTION	• The candidate demonstrates how the strategic aims of the organisation are linked to existing organisational policy and practice • The candidate should illustrate how such linkage will enhance the organisational effectiveness and how its dislocation <u>could</u> damage the organisation's future • The candidate will need to selectively draw from a range of references germane to the industrial, commercial or NFP sector being studied • The focus of the candidate's study should be on publications, books, manuals etc that reflect current best practice • Candidates should draw from the facilities made available through the Internet to aid this aspect of their assignment. This will be in addition to making reference to books, video and journals • The research and reading should be wide ranging but applied with discernment • The nature and types of organisational culture should be an aspect of the research. Such research should address how organisational culture impacts on aspects of HRM such as: - values, beliefs and behaviours at whole and sub-organisational levels • An aspect of the research should include the relationship to other facets of management at this level

Designation: - Core Module - **Human Resource Management** (4259) **-** Research, Analysis and Academic Reading

Grade	Research, Analysis and Academic Reading
PASS/MERIT	• There should be an attempt to show how the strategic aims of the organisation are linked (or should be linked) to existing or future organisational policy and practice although there may be some limitation in this respect • There should be research relating to how strategic linkage relates to organisational effectiveness and how, if not linked, it may limit future organisational effectiveness • Reading and analysis with some degree of selectivity from a number of germane references should be evident, but the reference sources may be limited or general rather than specific to the industrial, commercial or NFP sector being researched • The focus of the study may omit to refer to the full range of sources such as publications, books, manuals etc. They may be dated and do not reflect current practice • Facilities made available through the Internet may be omitted and the candidates choose from only a limited range of resources such as books, video or journals • The organisational culture should be an aspect of the research. Such research should address how organisational culture impacts on aspects of HRM such as: - values, beliefs and behaviours at whole and sub-organisational levels • An aspect of the research that may be omitted in detail, but should at least be referred to, includes the relationship to other facets of management at this level

Designation: - Core Module - **Human Resource Management** (4259) **-** Research, Analysis and Academic Reading

Grade	Research, Analysis and Academic Reading
FAIL	• There is little research to show how the organisation's strategic aims are linked (or should be linked) to existing policy and practice • Research relating to how strategic linkage relates to organisational effectiveness and how, if not linked, it may limit organisational effectiveness is superficial • Reading and analysis with some degree of selectivity is absent and there is no evidence to show that the candidate has researched and read around HRM at this level • There is only passing reference, or it may be absent, to indicate that sector specific research has been undertaken and what general reading and analysis have been undertaken is shallow and ineffective • The analysis/research omits reference to a range of sources such as publications, books, manuals etc. and where there is reference to these, they may be dated and so do not reflect current best practice • Organisational culture is not analysed to any extent and little or no reference is made to sub-unit cultures • What research on culture that has been undertaken is general and fails to explore how such culture impacts on aspects of HRM such as: - values, beliefs and behaviours at whole and sub-unit levels • No mention of linkage to other aspects of management is made

Designation: - Core Module - **Human Resource Management** (4259)**-** Application of Theory to Practice

Grade	Application of Theory to Practice
DISTINCTION	• The candidate should provide clear evidence of a critique of current practice within their organisation against identified best practice drawn from their research, and identify gaps in effectiveness and efficiency • Such a critique will make clear reference to existing legal frameworks applied to the organisation being studied, and assess its strengths and weaknesses • The candidate's report will make clear linkages to the effectiveness and efficiency of the recruitment and induction processes in relationship to the operational requirement of the organisation being studied • Further linkages will be demonstrated to the organisation's budget processes and operational as well as strategic objectives • Evidence should assess the ability of the organisation to measure its effectiveness and efficiency against current best practice • The candidate should assess the organisation's training and support of its staff for all aspect of the recruitment and induction processes against current best practice, as well as the constraints and opportunities presented in the working environment

Designation: - Core Module - **Human Resource Management** (4259)**-** Application of Theory to Practice

Grade	Application of Theory to Practice
MERIT/PASS	• The candidate must provide evidence of a critique of current practice within their organisation against identified best practice drawn from their research, and identify gaps in effectiveness and efficiency • Such a critique should make some reference to the legal frameworks applying to the organisation and make some reference to the organisational strengths or weaknesses • The candidate indicates linkages to the effectiveness and efficiency of the recruitment policy, practice and induction processes but may make only slight reference to the organisation's operational requirement in this respect • Some reference should be made to the linkage between the organisation's budget processes and operational objectives • Evidence should be presented that indicates the organisation's ability to assess it effectiveness and efficiency against current practice • The candidate should make reference to organisational training and support of its staff in all aspects of the recruitment and induction processes and compare with best practices, as well as refer to the constraints and opportunities presented in the organisations working environment

Designation: - Core Module - **Human Resource Management** (4259)**-** Application of Theory to Practice

Grade	Application of Theory to Practice
FAIL	• The candidate fails to provide evidence of an effective critique of current practice within their organisation against identified best practice drawn from their research • Any presented comparison fails to effectively to refer to the legal frameworks applying to the organisation and fails to make reference to the organisational strengths or weaknesses • The candidate may indicate linkages to the effectiveness and efficiency of the recruitment policy, practice and induction processes but these are not set in a research model and make no reference to the organisation's operational requirements • Some reference should be made to the linkage between the organisation's budget processes and operational objectives • There is a lack of substantial evidence presented to indicate the organisation's ability to assess it effectiveness and efficiency against current practice • The candidate does not effectively compare the organisational training and support of its staff in the recruitment and induction processes with best practices, and does not refer to the constraints and opportunities presented in the organisations working environment

Designation: - Core Module - **Human Resource Management** (4259)**-** Overall Quality of the Report

Grade	Overall Quality of the Report

DISTINCTION	• The candidate's report must include:-
	
	   - an account of the strategic importance of HRM within the organisation being studied
	
	   - an assessment of the recruitment policies within the current legal structures relevant to the organisation's location/s
	
	   - an assessment of the application of the organisation's recruitment and induction processes
	
	 • In forming recommendations, the candidate should recognise the existing organisational culture and other constraints within which it operates its HR practices
	
	 • Such recommendations that are made should avoid the 'Utopian' and be set within a context of what is possible/achievable and offer some time scale for change as well as associated costs

Designation: - Core Module - **Human Resource Management** (4259)**-** Overall Quality of the Report

Grade	Overall Quality of the Report

MERIT/PASS	• The candidate's report should refer to:-
	
	  - the importance of HRM within the organisation being studied
	
	  - the recruitment policies within the current legal structures relevant to the organisation's location/s
	
	  - the application of the organisation's recruitment and induction processes
	
	• In forming recommendations, the candidate should recognise the existing organisational culture and other constraints within which it operates HR practices, but there may be some omissions of detail, particularly at sub-unit level
	
	• Whilst such recommendations that are made may be idealistic they should be realistic within the organisational context.
	
	• The recommendation should be set within a realistic time set, as well as being cost effective
	
	• The candidate should assess the organisation's training and support of its staff in all aspects of the recruitment, selection and induction processes against current best practice, as well as against the constraints and opportunities within the organisation's environment
	
	• A serious attempt should be made at suggesting how such practices might be further improved

Designation: - Core Module - **Human Resource Management** (4259)**-** Overall Quality of the Report

Grade	Overall Quality of the Report

FAIL	• The candidate's report does not appropriately refer to:-
	
	  - the importance of HRM within the organisation being studied
	
	  - the recruitment policies within the current legal structures relevant to the organisation's location/s
	
	  - the application of the organisation's recruitment and induction processes in a structured way
	
	 • If recommendations are presented, the candidate fails to recognise existing organisational culture and other constraints within which it operates its HR practices and makes major some omissions of detail, particularly at organisational and sub-unit level
	
	 • Recommendations made by the candidate lack realism and do not derive from the analysis presented within the report
	
	 • No time scale and cost benefit analysis is presented alongside any recommendations
	
	 • There is a lack of assessment of the organisation's training and support of its staff for major aspects of the recruitment, selection and induction processes against current best practice, as well as against the constraints and opportunities within the organisation's environment
	
	 • No serious attempt is made to suggest how current HRM practice may be improved