

Assessment guidance

This section offers guidance on each area of the assessment brief.

Question 1

- Analyse how the HR function varies between organisations. Include a comparison of HR delivery in different sectors and organisations of different sizes.

Assessment criteria 2.2 Analyse how the HR function varies between organisations in different sectors and of different sizes.

Guidance

You must provide an analysis as to how the HR function varies between two different sized organisations within two different sectors.

You should provide a brief introduction to your chosen organisation and analyse the HR function within it.

Choose a different organisation within a different sector and different size and analyse the HR function within it.

Underpin your discussion with models and theories of HR.

Question 2

- a. Provide three examples of organisational objectives that the HR function is responsible for delivering and briefly explain how these have evolved over time.
- b. HR objectives can be delivered in many ways. Provide a brief summary of two significant methods.

Assessment criteria 1.1 Summarise the organisational objectives that the HR function is responsible for delivering and how these are evolving in contemporary organisations.

Assessment criteria 2.1 Explain the different ways in which HR objectives can be delivered in organisations.

Guidance

This part of the question requires you to describe three objectives of HR eg: building organisation capability through people and performance, organisation and job design, staffing objectives, performance objectives, contributing to organisation change, promoting good employment relations and employee engagement, **developing careers and skills**. You **should indicate how** the objective has evolved over time eg training into learning and development.

The second part of this question is more general and requires you to explain at least two different ways that HR objectives can be delivered. Consider the advantages/disadvantages of examples such as shared services, outsourcing or HRBP.

Question 3

- Describe HR's contribution to business ethics. Include reasons and ways that the HR function acts in a professional and fair manner.

Question 4

- Provide a short description of at least two major theories of change management.

Briefly describe an example of change in the organisation and apply one of the theories – including some evaluation of the process, outcome and impact.

Assessment criteria 1.3 Evaluate the business case for managing HR in a professional, ethical and just manner.

Guidance

Here you need to evaluate the business case as to why HR should be managed in a professional, ethical and just manner. You could support this with a workplace example.

Assessment criteria 1.2 Explain the major theories of effective change management and how these are implemented and evaluated.

Guidance

Here you need to select and describe **two** major theories of change management eg Kotter and Lewin. Select one of the models and illustrate how it has been used during change within their organisation. Include an evaluation of one of the models eg adv/disadv and overall judgement as to the effectiveness of this model during the change programme.

Question 5

- You are planning to produce an evidential report highlighting the HR function's contribution to organisation success and development. Provide a brief summary of the criteria and organisational data that could be included and how it would be analysed.

Question 6

- a. Read the article provided below: It identifies and evaluates research evidence linking HR practices with positive organisational outcomes. Briefly summarise the findings and evaluate its validity, reliability and persuasiveness.
- b. Explain how high-performance working and investment in human capital can impact on organisational success and performance. Does the article support this?

Assessment criteria 3.1 Discuss the main criteria and methods used to evaluate the contribution of the HR function.

Guidance

Here you need to consider two examples of methods that can be used to measure success eg metrics, balance scorecard, benchmarking, SLAs, KPIs, surveys. You should discuss how these are used to evaluate the contribution of the HR function.

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Assessment criteria 4.1 Identify and evaluate research evidence linking HR practices with positive organisational outcomes.

Assessment criteria 4.2 Explain how high-performance working and investment in human capital impact on organisational practice.

Guidance

Here you need to use the article that has been provided below and evaluate the links between HR practices and positive organisational outcomes. You should also summarise the main findings from the article and comment on the validity, reliability and currency of the article.

You need to use the article for AC4.2 and include a summary of the links between high performance working and effective HR services, or human capital and building organisational capability.

We will be looking for a critical evaluation of the content and findings from the article and a clear explanation of the impact of high-performance working and human capital investment on organisations.

Evidence to be produced/required

The total word count for all six activities is 4000 words +/- 10%.

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).

Article for selection

Below is the article that can be used for Question 6:

People and the creation of value