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Coursework Assignment Brief

Semester:	<i>Autumn 2014</i>	
Module Code:	<i>PM105X</i>	
Module Title:	<i>Human Resource Management</i>	
Programme	<i>Executive MBA</i>	
Level:	<i>Level 7</i>	
Awarding Body:		
Module Leader		
Format:	<i>Individual briefing paper</i>	
Presentation:	<i>No</i>	
Any special requirements:		
Word Limit:	<i>4,500 words (with 10% plus or minus leeway)</i>	
Deadline date for submission:		
Learning outcomes to be examined in this assessment	On completion of this module students should be able to: (a) Explain the ways in which the effectiveness of organisations can be influenced by human resource management; (b) Understand the nature of corporate culture and the way this develops in organisations; © Demonstrate an understanding of the causes of conflict in organisations and methods of avoiding or mitigating conflicts; (d) Analyse major HRM problems arising in organizational change and methods of resolving them.	
Percentage of marks awarded for module:	<i>This assignment is worth 100% of the total marks for the module</i>	
Assessment criteria	Explanatory comments on the assessment criteria	Maximum marks for each section
Content, style, relevance, originality	Relevant and contemporary content, a range of human resource management theories/models/approaches applied and	40%

	evaluated Ownership of the material presented Persuasive, holistic approach and original critical thought.	
Format, referencing, bibliography	Harvard referencing, must have a strong literature base which should be drawn from a good range of books and journal articles correct grammar and syntax	20%
Constructive critical analysis, introduction, conclusion	Demonstration of a clear understanding of the issues. Use of academic models.	40%

Candidates must clearly label their ID Number on additional separate reference, formula or answer sheets.

Assignment Task:

Using your own organisation, select and explain a Human Resource Management problem that is having an adverse effect on the organisation's effectiveness. Critically examine the current situation and its root causes with reference to theory. Where relevant, make specific reference in your analysis to how organisational change, corporate culture and conflict have had an impact on the human resource management problem, and critically evaluate how effectively these issues have been managed to date.

Make justified recommendations for the resolution and improvement of the problem issue, and formulate and present a feasible action plan that considers the acceptability of the proposals to the key stakeholders.

Assignment Marking Guide

Criteria	Fail (below 50%)	Pass (50-59%)	Good Pass (60-69%)	Distinction (70% +)
Identification of and approach to the problem or task with clearly defined objectives.	Does not grasp or address the problem or task. No clear objective and limited exploration of possible approaches to the problem or task.	Broadly addresses the problem or task but lacks some clarity or shows limited consideration of contextual issues. Some justification of the methods of investigation.	Clearly addresses the problem or task and demonstrates ability to understand contextual issues and the implications of change. Clear objectives. Considered justification of investigation methods.	Very clearly identifies and discusses the problem or task and demonstrates comprehensive awareness of contextual issues and understands the possible difficulties of change. Comprehensive justification of investigation methods.
Sources of reference and underpinning data.	Very little evidence of reference to relevant literature or current practice.	Some use of relevant literature or current practice applied to the problem or task.	Clear and adequate use of relevant literature and current practice underpin the approach taken in dealing with the problem or task. Some critical evaluation of the validity and usefulness of literature. Reference to contemporary research findings for benchmarking purposes.	Comprehensive use of up to date and relevant literature, and current practice in dealing with the problem or task. All stages of the work underpinned by reference to relevant sources. Takes a holistic, critical and evaluative approach to evaluating what he / she has read, including methodological limitations of research findings.
Information collection and analysis.	Inadequate collection and analysis of information. Descriptive rather than analytical. No linkage of theory	Adequate information collected and some analysis and application to the problem or task. Some linkage of the analysis to	Competent collection of information that is analysed and used in problem identification and resolution. Critical evaluation of organisational	Comprehensive collection of information that is analysed and clearly applied to resolution of the problem or task. Takes a critical but constructive approach and integrates a wide

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	and practice.	relevant literature.	practice, including benchmarking of HRM practice outside the author's own organisation, and relevant linkage of the analysis to relevant literature.	range of thinking and on the subject, including examination and evaluation of leading-edge / innovative practice in other organisations.
Conclusion or final outcome.	Conclusions or final outcome unrelated to information collected. Contains a number of unsupported observations or actions.	Conclusions or final outcome broadly follows from the information collected and are reasonably logical.	Conclusions or final outcome developed logically from the information obtained. Addresses most of the key issues.	Conclusions or final outcomes are developed logically and show full appreciation of the information collected. Detailed conclusions or outcome clearly supported by analysis. All of the key issues are addressed and potential barriers/difficulties identified.
Recommendations.	Recommendations do not follow from the facts. No exploration of feasibility and ease of implementation. Fails to reach informed recommendations.	Recommendations are broadly logical and practical but some work required for effective implementation.	Recommendations are appropriate and capable of implementation. Some consideration of resource implications e.g. finance, time, training.	Practical and logically developed recommendations that consider implications of implementation in terms of feasibility (resources, competences and capability) and acceptability to key stakeholders and how this can be achieved (change management, influencing strategies)

Total marks for assignment: 100