Assignment Brief

Programme Name	Pearson BTEC Level 5 HND in Business		
Unit Number and Title	Unit 3 Management of Human Resources		
Credit Value	15	Unit Level	4
Academic Year	2023-24	Cohort	15 (September 2024)
Unit Tutor(s)	Adeyinka Adegbola		
Assignment Title	Part A: The Role of Human Resource Management (HRM) and Organisational Development Part B: Employee Engagement		
Issue Date	11 November 2024		
Submission Deadline	Friday 17 January 2025 at 11:59 pm		

Guideline for Final Submission

- The submission must be in the specific format(s) as indicated in the submission format sections.
- The assignment should be submitted in a MS Word© format, or equivalent.
- Please rename your assessment before submission as: **Unit 3_MHR_Your Name_Your College ID**.
- The assignment has **TWO** parts. Please read both parts carefully.
- you should start writing your assignment as soon as you receive the assignment brief and obtain formative feedback from your lecturer during teaching weeks. Please note, you are entitled to obtain **ONE** formative feedback for this unit.
- There will be only one submission link in Turnitin. You are required to compile **Part A** and **Part B** into one Microsoft Word file for submission.
- The assignment should be written in using 1.5 line spacing and font Times New Roman size 12 or Arial size 11 in the body of the text.
- Please ensure to make use of appropriate headings (Times New Roman **Bold**, size 16 or Arial **Bold**, size 16), subheadings (Times New Roman **Bold**, size 14 or Arial **Bold**, size 14), paragraphs (Times New Roman size 12 or Arial size 11), and subsections.
- Attach an assignment "**cover page**" and "**table of content page**" to each part of assignment you submit.
- Make sure you state the word count on the cover page. Please note that the cover page, table of content page and the Bibliography/ Reference list are not included to limit the words

Learner Declaration

Please include below declaration along with your signature and date on the cover page of your assignment before submission.

I certify that the work submitted for this assignment is my own. Where I have used the work of others to

support my work, I have acknowledged all credits. I have identified and acknowledged all sources used in this assignment and have referenced according to the Harvard referencing system. I have read and understood the Plagiarism and Collusion section provided with the assignment brief and understood the consequences of plagiarising.

Signature: …………………………………………   **Date:** ……...……………………………

Assignment Part A: The Role of Human Resource Management (HRM) and Organisational Development

Submission Format

The assignment submission is pair work in the form of:

- a **presentation** that includes a separate **workforce action plan**. This should be a 15-minute presentation, with five minutes allocated for questions and the presentation slides and speaker notes should be submitted as one copy. You are required to make effective use of PowerPoint headings, bullet points and subsections as appropriate. The recommended word limit is **2,000–2,500 words**, although you will not be penalised for going under or exceeding the total word limit.

All work must be supported with research and referenced using the Harvard referencing system. You will need to provide a reference list using the Harvard referencing system. Inaccurate use of referencing may lead to issues of plagiarism if not applied correctly.

Unit Learning Outcomes

LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success.

LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation.

LO3 Examine how external and internal factors can affect HRM decision-making in relation to organisational development.

Vocational Scenario, Activity and Guidance

The organisation is a car manufacturer, **Toyota**. It has both centralised and decentralised functions. One of the decentralised functions is the HR function. The business requires committed employees to ensure that the organisation is successful and sustainable, and that it achieves its business objectives through strong performance. However, like other industries, the automotive sector in the UK is experiencing skills shortages. Too few engineers are sufficiently qualified to operate sophisticated automated machinery and equipment or to support the advancements available via emerging technologies. Such roles cover a number of disciplines, including design, production and programmes, and quality, all of which require differing levels of skill, experience and expertise. As a human resources administrator it is your job to understand management of human resources (MHR) practices and to provide information accurately and in a timely way to the appropriate stakeholders.

In your role of human resources administrator, one of your goals is to address the issues of skills shortages and hard-to-fill vacancies in the organisation. You, together with a colleague, have been asked by your line manager to undertake a critical review of HR practices and processes to produce a workforce action plan for successfully strengthening the organisation's talent.

The review will critically compare strengths and weaknesses of specialist HRM areas and their

contribution to business performance and success and will evaluate how the changing nature of the business environment is affecting the labour market.

Presentation and action plan:
- Provide a clear vision for the organisation's future people needs. Your vision for the organisation should consider objectives to improve recruitment, employee engagement and motivation, and to grow internal talent.
- Critically examine and discuss the internal HRM practices and processes, with a focus on recruitment and selection, as well as external influences on HRM practices, to determine HR solutions for strengthening the organisation's talent management strategy.
- The presentation will conclude with a **workforce action plan** that shows the actions that need to be taken to successfully strengthen the organisation's talent management strategy and future-proof a sustainable workforce.

Assignment Part B: Employee Engagement

Submission Format

The assignment submission is in the form of:
- A written **employee engagement guidance document**, which can be presented as a pdf guide, a PowerPoint slide deck saved as a pdf or a handbook. You are required to make use of headings, paragraphs, subsections and illustrations as appropriate. The recommended word limit is **1,000–1,500 words**, although you will not be penalised for going under or exceeding the total word limit.

All work must be supported with research and referenced using the Harvard referencing system. You will need to provide a bibliography using the Harvard referencing system. Inaccurate use of referencing may lead to issues of plagiarism if not applied correctly.

Unit Learning Outcomes

LO4 Apply HRM practices in a work-related context for improving sustainable organisational

performance.

Vocational Scenario, Activity and Guidance

In your HR administrator role you have had a performance review with your line manager. In the review you discussed that, leading on from the earlier activity, you would like to consider specialising in talent management to improve engagement with, and retention of, employees in **Toyota**. Based on discussion your manager has asked you to produce employee engagement guidance for all staff members who manage other staff.

Employee engagement guidance:
- Employee engagement guidance document will contain practical tools and techniques for improving employee engagement and general information to help staff, line managers and senior managers work together in increasing employee engagement and improving retention in the company.
- The guidance should present examples of good practice in employee engagement from different areas (e.g. recruitment, performance management, professional development) and discuss the advantages and disadvantages of HRM practices to support future recommendations for improvement and sustainable approaches to enhancing organisational performance.

Recommended resources

Please note that the resources listed are examples for you to use as a starting point in your research – the list is not definitive

Weblinks

www.cipd.org - Chartered Institute of Personnel and Development (CIPD): "Workforce planning" (Fact sheet), "Strategic workforce planning" (Guidance), "Employee engagement and motivation" (Fact sheet), "Managing for sustainable employee engagement" (Guidance)

www.industryforum.co.uk - Industry Forum: "Skills needs in the changing global manufacturing landscape" (Article)

https://businesscasestudies.co.uk - Business Case Studies "Recruitment selection and training" (Article)
www.cipd.org Chartered Institute of Personnel Development (CIPD)

www.hrzone.com - HRZone "What are employee relations?" (Article)

www.tescounderwriting.com - Tesco Underwriting "Our recruitment process" (General reference)

https://www.nissan-global.com - Nissan Motor Corporation: "Sustainability Report 2023: HR development" (Report)

https://recruitment.toyotauk.com - Toyota Motor Manufacturing (UK) "Toyota careers"

Textbooks:

Armstrong, M. and Taylor, S. (2023) *Armstrong's Handbook of Human Resource Management Practice.* 16th Ed. London: Kogan Page.

HN Global

HN Global (2021) Reading Lists. Available at: https://hnglobal.highernationals.com/learning-zone/reading-lists

HN Global (2021) Student Resource Library. Available at: https://hnglobal.highernationals.com/subjects/resource-libraries

HN Global (2021) Textbooks. Available at: https://hnglobal.highernationals.com/textbooks

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the impact of the role of HRM in creating sustainable organisational performance and contributing to business success.		**LO1 and LO2** **D1** Critically evaluate the strengths and weaknesses of HRM in relation to creating a sustainable workforce action plan for recruiting and retaining talent.
P1 Explain the main areas of HRM in their contribution to creating sustainable performance. **P2** Review the effects of the changing nature of organisations on human resources skills and knowledge.	**M1** Compare areas of HRM to create sustainable organisational performance. **M2** Examine HRM in relation to the changing nature of the modern business organisation.	
LO2 Produce a workforce action plan for recruiting and retaining talent to address skills shortages in an organisation.		
P3 Create a workforce action plan that addresses skills needs, skills gaps and hard-to-fill vacancies for	**M3** Devise a strategic workforce action plan for improving recruitment and	

recruiting and retaining talent in an organisation.	retention in relation to the importance of the labour market.	
LO3 Examine how external and internal factors can affect HRM decision making in relation to organisational development.		**D2** Evaluate key factors affecting HRM decision making to make valid recommendations.
P4 Investigate the external and internal factors that affect HRM decision making to support organisational development.	**M4** Discuss the key external and internal factors that affect HRM decision making, using relevant organisational examples to illustrate how they support organisational development.	
LO4 Apply HRM practices in a work-related context for improving sustainable organisational performance.		**D3** Determine strengths and weaknesses of HRM practices to make recommendations for improving sustainable organisational performance.
P5 Apply HRM practices in a work-related context, using specific examples to demonstrate improvement to sustainable organisational performance.	**M5** Illustrate how the application of specific HRM practices in a work-related context can improve sustainable organisational.	

Plagiarism and Collusion

- The College will seriously deal with any act of plagiarism and collusion.
- Plagiarism occurs when excerpts, ideas, passages taken from other sources are not adequately acknowledged and referenced both in the body of the text and in the reference section.
- Collusion can is the submission of work produced in collaboration for an assignment based on the assessment of individual work. It is a severe academic offence to share a learner's work with others who submit a part or the whole of it as their work.
- The College has mechanisms in place to detect plagiarism and collusion. The learner should understand the guidelines of the Academic Misconduct Policy regarding plagiarism and what the College considers to be an academic offence.