**SHRM REPORT OUTLINE:**

**INDIVIDUAL REPORT (100%; Word Count 5000 words [+/- 10%]); Due on Monday 9th January 2023 by 14:00 [2:00 pm] UK time – Please upload the report through the VLE in the Turnitin box of your seminar tutor.**

The Report is expected to contain the following:

1. Cover Page [Does not add to the Word limit]

2. Executive Summary [Does not add to the Word limit]

3. Table of Contents [Does not count towards the Word limit]

4. Any Figures and text in Tables [Does not count towards the Word limit].

5. You are strongly advised to use tables effectively; do not put everything in Tables.

6. Appendices (if any) are additional information. Please do not put any figures / tables which you are referring to in the main document in the appendices. As appendices are additional information, they WILL NOT contribute to the marking scheme.

7. PLEASE DO NOT USE FIRST PERSON [I / YOU / WE] IN THE REPORT.

8. First Person is to be USED ONLY when you are writing the **Reflective Statement.**

**GUIDANCE / STRUCTURE. PLEASE NOTE: THIS IS FOR GUIDNANCE ONLY. STUDENTS CAN USE THEIR OWN STYLE OF REPORT WRITING AS THEY DEEM APPROPRIATE**

**1.** **A contextualisation of the current HRM and Leadership issues at APS and discuss their significance for the success of the business**

Within this section of the assignment, you will be expected to highlight the key HRM related issues that are taking place at APS. You can highlight the issues on their own or categorise them under broader HRM functions e.g. Recruitment / Learning and Development / Employee Relations / Performance & Reward/ Strategic Misalignment/ Employee Demotivation/ Culture Clash etc. As there are a lot of issues in the organisation, you will not be expected to discuss all of them but they should be presented in a table, highlighting links to the different leadership styles and impact on the organisation. Then focus on two main issues for your discussion; ensure that you link your analysis of the issues to the different leadership styles. In your discussion, make sure you:

a) Clearly outline why you think it is a contextual HR issue

b) How the particular issue is affecting the success of the business i.e. it’s impact and consequence

c) Use relevant theories, models and concepts for the analysis. It is expected that students will explore and critically analyse the HR issues in relation to the different leadership styles discussed. You can apply the various leadership theories to the names in the case study by identifying behaviours, traits, influence and outcomes, which may vary over time. Evidence of wider reading and research would include examples of other organisations identified in journals or periodicals that have had similar issues in the past. In writing this section, please make sure you cover both areas as indicated and you do need to integrate both parts e.g. XXX is the HR issue, and this is as a result of XXX leadership style. Please make sure you are not putting in any recommendations in this section.

**2. Critically evaluate the implementation of SHRM policies and practices and state how they would assist the business to better utilise its ‘people’ assets and support the organisational strategy. You will be expected to:**

1. You will need to begin this section with a strategy statement, (made up of a new mission and vision statement) and linked to a SHRM model which would inform your recommended policies.
2. Recommend two SHRM policies e.g. Employee Engagement / HRD / Talent Planning / Employee Relations / Performance Management. Suggesting appropriate leadership styles, critically analyse and discuss how these policies are to be implemented, and what impact and influence they would have on APS.
3. You might want to include whether you will have a best fit / best practice approach in implementing these policies.
4. Evidence of wider reading and research would include examples of organisations implementing similar policies and the impact on organisations and the leadership.

**3.**  **Critically analyse the impact of wider organisational change, organisational culture, diverse workforce and ethical issues faced by leaders during the implementation of SHRM policies at APS and their implications on individuals and the business.**

1. Based on any of the change management models mentioned, you will need to discuss how change will be managed during the implementation of the new policies, by critically analysing the impact of organisational change management on organisational culture and the workforce.
2. You may want to comment on how the alignment between the HR policies and overall organisational strategies (horizontal and vertical fit) will impact on firm performance
3. Critically analyse how you will ensure a diverse workforce and approach other ethical issues during the implementation process?

**4. An overall evaluation of organisational performance using the Balanced Scorecard or any other evaluation tool.**

a) Based on your BSC analysis, what are the predicted outcomes of your suggested strategic, leadership and cultural changes in APS?

b) Will there be some challenges?

**5.** **A plan of action that the leaders within APS should now take to ensure that the HR strategy and the overall business strategy is realised.**

1. For this section, you are expected to summarise and state an action / implementation plan. Outline how your stated policies will address the different contextual HR and Leadership issues identified so far and how it will ensure that the process is ongoing.
2. You may want to use an action plan template

**6.**  **After your Reference section, include a Reflective Learning Statement to demonstrate how the feedback from your tutor and your self-directed learning have helped you to improve your final assignment submission undertook to complete the overall assignment task.**

1. Use a reflective model to help inform this part of your assignment.
2. PUT THE REFLECTIVE STATEMENT AFTER THE BIBLIOGRAPHY / REFERENCES SECTION.
3. THE REFLECTIVE STATEMENT DOES NOT HAVE ANY WORD COUNT AND DOES NOT CONTRIBUTE TO THE OVERALL WORD COUNT OF THE ASSESSMENT.
4. For this section, use any Reflective Model (Gibbs / Kolb) and state how the different topics taught in the module enhanced your learning.
5. You can talk about how the formative feedback from your tutors help you undertake the assessment (formative feedback include seminar discussions, lecture slide clarifications and 1-to-1 sessions with seminar tutors).
6. Please note that, THIS IS NOT ADDED TO YOUR WORD COUNT. Max 1-11/2 PAGE.
7. USE FIRST PERSON HERE
8. Need any clarification, please ask your relevant Seminar Tutors or the module leader during the lectures

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6. Managing Change
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7. Evaluating Organisational Performance: The Balanced Scorecard Approach
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References

Appendix

1. Self-reflective Statement