



Level 3 Diploma in Business and Administration

Unit Title: Human Resource Management In Business

Unit Code: EXL3708

EQF Level: 3

Credit Value: 10

Assessment Method: Centre Devised Assignment

PURPOSE OF THE UNIT

People are often described as the most valuable resource of any organisation and all resources, especially the most valuable, need to be managed in order to obtain the greatest value from them. This unit provides an overview of some of the key areas that fall within the remit of the human resources function.

By the end of this unit learners will gain an understanding of the factors that are taken into account by organisations when planning their human resource management. They will also learn how organisations gain employee motivation and employee commitment. Finally, learners will know about how employee performance is measured and managed as well as the benefits of doing so. This knowledge will help learners to understand the working environment and the nature of Human Resource Management when they are seeking or engaged in employment.



ASSESSMENT AND GRADING CRITERIA

Learning Outcome (LO)	Pass	Merit	Distinction
The learner will:	The learner can:	To achieve a merit the evidence must show that, in addition to the pass criteria, the learner is able to:	To achieve a distinction the evidence must show that, in addition to the pass and merit criteria, the learner is able to:
LO1 Know the factors that are involved in human resource planning in organisations	<p>AC1.1 describe the internal and external factors to consider when planning the human resources requirements of an organisation</p> <p>AC1.2 describe how the skills that employees require to carry out jobs in an organisation are identified</p>	M1 explain the benefits to an organisation of using a skills audit for human resource planning	D1 evaluate the steps that an organisation could take to improve the skills of its employees
LO2 Know how organisations motivate employees	AC2.1 outline how an organisation motivates its employees	M2 analyse different methods of motivating employees in an organisation	D2 recommend ways for a specific organisation to improve employee motivation
LO3 Understand how to gain committed employee cooperation	AC3.1 explain how organisations obtain the cooperation of their employees		
LO4 Understand the importance of managing employee performance at work	AC4.1 explain how employee performance is measured and managed.	M3 analyse the advantages and limitations of measuring and managing employee performance	



DELIVERY & ASSESSMENT GUIDANCE

Learning Outcome 1

In small groups learners could identify the employability and personal skills that are required by organisations for specific roles. Job descriptions and person specifications from jobs advertised on the internet could be used to help identify what employers are looking for. Learners should understand the concept and importance of transferable skills, as well as job specific skills. They could carry out a personal skills audit and review of their own skills in relation to jobs that they currently do or they may be interested in doing. Tutors could provide a skills audit template for learners to complete for a range of different employment opportunities, this could lead to a discussion on the effectiveness of a skills audit and how an organisation could utilise this information. Learners should be able to understand and explain the benefits of using a skills audit, how it benefits the organisation, the employee and its effect on human resource planning.

Learning Outcome 2

Tutors should aim for learners to gain an understanding of the main motivation methods used by organisations. Through presentations, group discussion and case studies learners should be made aware of a variety of different motivational methods. In small groups learners could research a motivation method and present their findings to the whole group. Using case-studies learners could discuss the effectiveness of different motivational methods. The learners could then put their theory into practice and as a group apply a selection of methods to tasks or projects they are undertaking. For example, they may offer an incentive to a member of the group who performs well on a task, or a reward for someone who completes a piece of work to a high standard and before the deadline. This will give the learners the opportunity to analyse how they felt about the motivational method used. What were the advantages/ disadvantages? Did they feel motivated or did it de-motivate them? Learners will then be able to evaluate their findings and provide recommendations on ways an organisation could improve employee motivation.

Learning Outcome 3

Learners should understand how organisations achieve committed employee cooperation. Tutors could use case studies of organisations that have a particular approach to and culture for gaining co-operation from employees (e.g. Google, Innocent, Apple or Virgin). This could follow with a group discussion on an organisations attitude and culture; considering the importance of fairness, openness, communication policies, attitude, customs and beliefs, power and control structures, and how these may assist in gaining employee co-operation. In small groups, learners could research accreditation schemes such as IIP and C2E and consider whether they can help gain employee commitment. Tutors should also explain that a written contract of employment is not



mandatory, however after two months a written statement of employment particulars is a required legal document. Learners could research examples of written statements or employment contracts.

Learning Outcome 4

Learners must understand and be able to explain how employee performance could be measured and managed. Performance management tools such as individual objectives, SMART targets, probationary periods, performance indicators and individual development plans could be discussed as a group. Learners could then research examples using case studies, local businesses or the internet, and create a presentation to explain a variety of performance management tools. Learners could use examples of documentation used in appraisals and performance reviews to illustrate methods that employers use to manage and monitor performance. This activity could be extended to allow the learner to analyse the advantages and limitations of measuring and managing employee performance. Learners may find it beneficial to question a variety of employers and employees in order to increase their understanding. The use of disciplinary and grievance procedures could also be the focus of a group debate.