Assignment Brief

Qualification	**LEVEL 7: DIPLOMA IN HRM**
Unit Number and Title	**HRM702: LEADING, MANAGING AND HUMAN RESOURCE DEVELOPMENT**
Start Date	
Hand In Deadline	
Assessor Name	
Assignment No	**ONE**
Assignment Title	**LEADING, MANAGING AND HRD**

Purpose of this assignment

This module is designed to help learners understand role of customer-centered organisations.

This assignment will help have a greater understanding of three areas, understanding customers, meeting customer need and adding value.

Assignment Description

This Assignment covers the Learning outcomes LO1, LO2, LO3, LO4 and LO5.

Preparation guidelines

- The report should be grammatically correct and word processed.

- The written report must be presented in a professional manner, with STUDENT ASSESSMENT FEEDBACK FORM, STUDENT ASSESSMENT COVER SHEET, contents page, page numbering, bibliography and annexes.

- Use the Font as Arial size 11 and 1.5 line spacing.

- Identify any references and Use the Harvard referencing system.

- Complete the STUDENT ASSESSMENT FEEDBACK FORM and sign the statement of authenticity.

- You will pass the assignment only if you achieve all Pass criteria. Student must provide evidence that learning outcomes of the subject have been met.

- Assignment will be checked for Plagiarism. Appropriate Actions may be taken as per College / QUALIFI Plagiarism Policy.

Good practice

- Make backup of your work in different media (hard disk, memory stick etc) to avoid distress for loss or damage of your original copy.

- Make an extra hardcopy of your work submitted for your own reference or later use.

ASSIGNMENT BRIEF

TASK 1: (Covering LO1 & LO2)

"More recently, efforts have been made by human resource management (HRM) theorists to try to establish a causal link between HRM and performance. This has led to a growing number of studies which examine the potential contribution that good human resource policy can make to improving organizational performance." (Cooke, 2003, p321).
To what degree do you agree with this statement? Discuss how Human Resource Management contributes to organizational performance.

(Marks 25)(LO1)

TASK 2: (Covering LO2)

The following case study deals with approaches to 'Leadership'. Read it carefully and answer the provided questions with reference to the nature of leadership and its contribution to individual, group and organizational development.

(Marks 25)(LO2)

Laura is the associate director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors, three key research staff, and one staff person from the finance department have left.

Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

> **Manager 1:** Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

> **Manager 2:** Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming overworked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty

appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or solve problems without key information like the departmental budget.

1. **How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?**
2. **What steps could be taken to build staff confidence?**
3. **What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?**
4. **Which leadership style do you think a leader would need to be effective in this situation?**

TASK 3: (Covering LO4)

Dave Ulrich identifies four distinct roles of HR professional that may add value to a business and create sustainable competitive advantage; administrative expert, employee champion, change agent and strategic partner. Rate the four identified roles with the degree of their importance. Explain your preference.

(Marks 25)(LO4)

TASK 4: (Covering LO3 & LO5)

a) **Explain different HR Strategies that lead to positive organizational change.**   **(Marks 25)(LO 3&5)**

Submission Format for Tasks:

- The submission shall be in the form of a report.

- This should be written in a concise, formal business style.

- You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system.

- Please also provide a bibliography using the Harvard referencing system.

- The recommended word limit is 1,500 – 2,000 words, although you will not be penalised for exceeding the total word limit.

The marking criteria has been attached below:

	Distinguished	Excellent	Good	Proficient	Basic	Marginal	Unacceptable
Criteria	**80+**	**70**	**60**	**50**	**40**	**30**	**0**
Understanding of topics and questions	Extensive depth of understanding and exploration beyond key principles and concepts	Comprehensive knowledge and depth of understanding key principles and concepts	Sound understanding of principles and concepts	Basic knowledge and understanding of key concepts and principles	Limited and superficial knowledge and understanding of key concepts and principles	Confused or inadequate knowledge and understanding of key concepts and principles	Little or no evidence of knowledge or understanding of key concepts and principles
Clarity and structure of argument/s	Extensive evaluation and synthesis of ideas; includes substantial original thinking	Comprehensive critical evaluation and synthesis of ideas; includes coherent original thinking	Adequate evaluation and synthesis of key ideas beyond basic descriptions; includes original thinking	Describes main ideas with evidence of evaluation; includes some original thinking	Describes some of the main ideas but omits some concepts; limited evidence of evaluation; confused original thinking	Largely incomplete description of main issues; misses key concepts; no original thinking	Inadequate or irrelevant information
Use of sources and citations (Referencing)	Sophisticated use of in-text citation and references	Mastery of in-text citation and referencing	Appropriate use of in-text citation and referencing	Adequate use of in-text citation and referencing	Limited use of in-text citation and referencing	Inadequate use of citation and referencing	Little or no evidence of appropriate referencing or use of sources
Data Analysis and Interpretation	Extensive understanding of implications and limitations of the data	Comprehensive understanding of implications and limitations of the data	Good understanding of data and associated limitations	Valid interpretation but gaps evident	Data analysis attempted but limited	Marginal or insufficient data analysis and interpretation	Almost no, or, totally inappropriate reference to literature
Conclusions and recommendations	Strong review of key conclusions. Strong integration with thesis statement. Insightful discussion of impact of the researched material on topic	Strong review of key conclusions. Strong integration with thesis statement. Discusses impact of researched material on topic	Review of key conclusions. Some integration with thesis statement. Discusses impact of researched material on topic	Well written conclusion with wider coverage of the argument	Conclusion is somewhat related to the thesis and argument	There is a conclusion but it is not obviously related to the thesis or argument	Does not summarize evidence with respect to thesis statement. Does not discuss the impact of researched material on topic

STUDENT ASSESSMENT COVER SHEET

Learner Reference Number	
Unit Level and Title	HRM702 : LEADING, MANAGING AND HR DEVELOPMENT
Assignment Number	ONE
Name of Tutor	
Date Submitted	
Essay /Assignment Question	REFER TO ASSIGNMENT BRIEF

Any piece of student's work without a declaration **will not be accepted** for marking.

Declaration

1. This assignment is the product of individual work.
2. I am aware of what plagiarism is and the penalties that I/we would suffer if I am found to have committed plagiarism.
3. The work submitted is the product of my original work and where material and ideas have been taken from the published and unpublished work of others, reference to all original sources has been made in the text and via the reference, bibliography or notes sections, or by some other means.
4. I understand that 3% points are deducted for each day of late submission.

Instructions to Student:

Appendices, references and tables are not part of the word count. Ideally assignments should include an executive summary of key points, clarification of the question set and a critical perspective on the question based around course material. External sources should be referenced and wherever possible case examples included in the answer. Ensure that you provide a conclusion to the discussion that shows the balance of the argument.

The marking criteria are:
- Understanding of topics and questions
- Clarity and structure of argument/s;
- Use of sources and citations(Referencing);
- Data Analysis and Interpretation;
- Conclusions and recommendations.

Assignments should be submitted electronically to **examinations@capitalcollege.ae** using the Learner

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