

Grade	Research, Analysis and Academic Reading
DISTINCTION	<ul style="list-style-type: none"> • Research should focus on the understanding that People Management is of strategic as well as operational importance. To achieve this, the candidate should study the key contributions individuals and teams make to the organisation and how the organisation would be ineffective without them. Therefore, research should be directed at the alignment of organisational operational objectives with People Management and HR strategy • The candidate must include in their reading and research how factors that are external to the organisation may impact on People Management and vice versa. This may include aspects such as the local supply of all grades of appropriately skilled labour (including managers); the local and national mobility of labour; national and local cultures as they impact in work practices; local employment law etc. • The analysis should develop a view of current understanding and practice and the extent to which it is aligned with the ideal provision • Research should also include analysis that identifies organisational needs in respect of people and their skills, as they relate to current operational and future needs. Also covered should be an analysis of how such skills are continuously promoted/developed once employees have been recruited • Research should include how people are retained for the benefit of the organisation and the associated Cost:Benefit aspects of such practices • The candidate should also explore and assess how their own managerial skills can be further developed and be best deployed in terms of coaching and mentoring of both individuals and groups/team within their organisation • Motivation theories for teams and individuals should be explored and current practice analysed in respect of the outcomes of this research • Cost effective and efficient evaluation techniques relating to all aspects of people management should be explored and the way in which the organisation undertakes this aspect of People Management should be analysed (this should include all levels of employees from the CEO/MD to the most recently appointed member of staff) ,so that the extent to which HR and People management is aligned with organisational strategy is identified

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MERIT/PASS	<ul style="list-style-type: none"> • Research should lead the candidate to understand that People Management is of both strategic as well as operational importance. The candidate should study the contribution individuals/teams make to the organisations. The research should lead to the candidate to realise that without the appropriate attitude and skills among employees, the organisation will eventually fail. Therefore, some aspect of research should assess the alignment of organisation objectives with its People Management practices • The candidate must research how factors, external to the organisation, may impact on People Management. This may include such aspects as the local supply of all grades of appropriately skilled labour; the mobility of labour; national and local cultures as they impact in work practices etc. • Analysis will lead to an assessment of current organisational understanding and practice and to what extent is it aligned with the 'best practice' • Current and future organisational needs, should be identified in terms of people and their skills and the extent to which such skills are promoted/developed once employees have been appointed. Practices for the retention of trained people by the organisation should be addressed • The candidate should also assess to what extent their own managerial skills can be developed and best deployed in terms of coaching and mentoring of both individuals and groups/teams within their organisation • Motivation theories should be explored and current practice analysed in respect of the outcomes of this research for individuals and, to some extent, for teams • Evaluation techniques relating to aspects of people management should be explored, and the way in which the organisation undertakes this aspect of People Management should be assessed, in order to identify the extent to which People Management is aligned with organisational strategy, culture and objectives

Grade	Research, Analysis and Academic Reading
FAIL	<ul style="list-style-type: none"> • Research should lead the candidate to understand that People Management is of both strategic and operational importance. Due to poor research techniques, the desired outcome is not achieved. The candidate fails to adequately study the contribution individuals/teams make to the organisations to the extent that there is no evidence to suggest that the candidate realises that without employees who have the appropriate attitude and skills the organisation will eventually fail • The candidate’s research on factors external to the organisation that impact on People Management is shallow and superficial. Aspects such as the local supply of appropriately skilled labour; the mobility of labour; national and local cultures, as they impact in work practices, etc are poorly addressed • Internal company analysis does not lead to a robust assessment of current organisational understanding and practice and the extent to which it is aligned with the ideal, so there is little of real use to every day management practices • Organisational needs are not well identified in terms of people and their skills and how such skills can be/are promoted/developed once employees have been appointed. Approaches to retaining such people within the organisation are inadequately researched • Whilst the candidate assesses the extent to which their own managerial skills can be developed and best deployed in terms of coaching, mentoring of both individuals and groups/teams within their organisation, the assessment lacks conviction because of paucity of detail • Motivation theories are superficially explored and current practice is not adequately analysed • Evaluation techniques relating to aspects of people management may be explored but there are no clear or logical outcomes that are of value

Grade	Application of Theory to Practice
DISTINCTION	<ul style="list-style-type: none"> • The candidate should demonstrate their skills in applying theoretical models in the way they assess the place of HR Management within their organisations. Included in the critique should be aspects of HR operational/ strategic planning, identification of the organisation’s operational/ strategic HR needs; employee and team development; rewards and motivation; an assessment of how well HR is aligned with organisational practices. The critique should lead to recommendations that imply a very sound application of theory by selectivity choosing approaches that will enhance the organisation’s HR management • The candidate should also provide a succinct and valuable assessment concerning the extent to which aspects of the local labour environment impacts on organisational practice. The implications of this assessment will be one of the keys to demonstrating the candidate’s skills of application • Examples should be included within the report relating to competence frameworks for teams and individuals with an accompanying assessment of how these help (or hinder) the effectiveness of the organisation in its every day operations, as well as the system of performance review for all levels of staff. This should include follow-up support and CPD for a wide range of staff. The approach, attitude and funding of corporate CPD should also be included in this assessment • The quality of the self-critique concerning the candidate’s personal skills and practices in coaching, mentoring and developing teams (or not) will demonstrate application in a very practical way, but this will depend on national/local culture and practice. Examples should be included with this critique • Motivational practices as used by the organisation for individual and teams with an accompanying assessment of their effectiveness and the part the candidate takes in these, will demonstrate some skills of application

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MERIT/PASS	<ul style="list-style-type: none"> • The candidate should demonstrate skills in applying theoretical models as part of their critique of the place of HRM within their organisation. They should include aspects such as HR operational/strategic planning; identification of the organisation’s operational/strategic current and future HR needs, employee and team development, rewards and motivation and an assessment of how well HR is aligned to organisational practices. Some of these may not be well developed, but overall they should imply skills of application that would be useful to a senior general manager within their organisation • The candidate should also provide an assessment concerning the extent to which aspects of the local labour environment impacts on organisational practice. The implications of this assessment should demonstrate the candidate’s skills of application by its practical approach to every day management tasks • Examples of competence frameworks for teams/individuals accompanied by commentary concerning how these help/hinder the organisation in operations should be included; performance review for all levels of staff should be referred to and assessed for usefulness. This will be indicative of the application of theory • Performance review and follow-up support/CPD for a wide range of staff will indicate a sound understanding of this aspect. The approach, attitude and funding of corporate CPD should also be referred to in the assessment to indicate an understanding of application • A personal self-critique concerning skills/practices in coaching, mentoring and developing teams should provide evidence concerning the candidate’s practical skills. In assessing this aspect, national/local culture and practice will be taken into account. Example should be included for higher marks • The candidate should be able to select from a range of appropriate motivational models that are relevant to the nature of the organisation and its predominant culture. This will indicate skills of selection for use in every day management settings with a range of individuals and teams from different staff levels within the organisation. An assessment of current practice and the identification of management oversights will also indicate skills of application

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FAIL	<ul style="list-style-type: none"> • The candidate does not demonstrate their skills in applying theoretical models in their critique because their assessment is superficial and fails to cover key aspects. Aspects such as HR operational and strategic planning; the identification of the organisation’s operational or strategic HR needs; employee and team development; rewards and motivation, as well as their assessment of how well HR is aligned with organisational practices, are omitted in sufficient details to imply poor or inappropriate skills of application • The candidate fails to provide a valid assessment concerning the extent to which aspects of the local labour environment impacts on organisational practice. Sound examples are not included with the report relating to competence frameworks for teams and individuals. Where they are they are accompanied by a commentary this lacks insight into how these help (or hinder) the organisation in its every day operations • The system/s of performance review for staff are not covered in detail with any form of effective commentary and suggest poor application or understanding • Performance review and follow-up support/CPD are not well covered and suggest that the candidate’s has low application skills • The organisation and funding of corporate CPD is not practically assessed and suggests the candidate’s skills are limited to theoretic knowledge • Any personal self-critique relating to personal skills and practices in coaching, mentoring and developing teams is biased and not in depth and drafted purely from a personal perspective that ignores the views of others • The candidate fails to display any skills of selectivity by not selecting from the range of motivational models those that are congruent with the nature of the organisation and its predominant culture. The ‘one model fits all’ approach is taken and suggests poor skills of discernment and application

Grade	Overall Quality of the Report
DISTINCTION	<ul style="list-style-type: none"> • The candidate’s report identifies how HR management contributes to the operational and strategic aspects of the effectiveness of the target organisation. This should include internal/external perspective; recruitment and retention practices; performance measuring systems; motivational approaches and CPD for teams and individuals at all levels within the organisation. The CPD should include a suitable range of management grades, including Board members • The candidate identifies and assesses existing competency frameworks designed to meet existing and future organisational needs in the light of strategic direction of the organisation and compares these with others from within the organisational sector for their effectiveness, efficiency and economy • In order to align key aspects of People Management with the organisation’s business plans, the candidate should either develop a training plan, or should assess existing ones, in the light of best practice • A detailed and well balanced critique of existing practice and plans, as they relate to personal skills and competencies to coach or mentor of staff in the organisation, to the extent that it enhanced overall effectiveness and efficiency is included in the report • A description and suitable commentary of motivational models that are or could be applied within the organisation is made and this leads to suitable recommendations for further development in this aspect of People Management • The candidate undertakes an effective evaluation of existing approaches to organisation evaluation of staff development and People Management. The findings that emerge from this lead to a series of appropriate recommendations for change or consolidation • The candidate’s report establishes links between this module and other Diploma modules so that they demonstrate their understanding of the integral nature of HR and People Management to the current and future viability of the organisation

Grade	Overall Quality of the Report
MERIT/PASS	<ul style="list-style-type: none"> • The candidate’s report identifies how HR management can contribute to the effectiveness of the target organisation. This should include aspects such as the internal/external perspectives; recruitment and retention practices; performance measuring systems; motivational approaches and CPD. The CPD should focus on the individual but may also include teams and should include a range of staffing levels within the organisation • The candidate identifies and comments upon existing competency frameworks that are designed to meet organisational needs in the light of current plans and compares these with others from within the organisational sector for their effectiveness • The candidate should either develop a training plan, or assess existing ones, and show how this will lead to the organisation’s HR strategy being linked to the operational and future needs of the organisation • A detailed critique of existing practices as they relate to personal skills and competencies to support other staff through coaching and/or mentoring should be presented. This should link to other aspects of the organisational management • A description and commentary of motivational models that are applied within the organisation is undertaken. This should lead to a number of sensible recommendations for further development in this aspect of People Management • The candidate includes an evaluation of existing approaches to organisation evaluation of People Management and in particular staff development. The findings lead to a set of appropriate recommendations • The candidate’s report establishes links between this module with other Diploma modules so that they demonstrate their understanding of the integral nature of HR and People Management to the current and future organisation effectiveness

Grade	Overall Quality of the Report
FAIL	<ul style="list-style-type: none"> • The candidate’s report does not effectively identify how HR management contributes to the overall effectiveness of the target organisation. It fails to include in appropriate details aspects such as the internal/external perspectives; recruitment and retention practices; performance measuring systems; motivational approaches or CPD. If CPD is mentioned, it is general and does not focus on individuals/teams, or link with organisational objectives. It covers few staffing levels • The candidate identifies and comments upon existing ‘competency frameworks’ but this is shallow and does not link to organisational needs in the light of current plans. The report does not effectively compare such frameworks within the organisation • The candidate’s training plan, or critique of existing plans, is not effective in that it lacks specificity. It fails to indicate how training plans specifically lead to the organisation’s HR strategy being linked to the operational and future needs of the organisation • Only a poor critique of existing practices, as they relate to personal skills and competencies to support other staff through coaching and/or mentoring, is included in the report. It is biased and lacks detail. It does not include activities that relate to other aspects of the organisational management • A description and commentary of motivational models that are applied within the organisation is undertaken but it is superficial and is not supported by sound evidence. Ineffective recommendations for further development in this aspect of People Management are made • The candidate includes an evaluation of existing approaches to organisation evaluation of key aspects of People Management and in particular staff development but it lacks credibility because of its shallowness. It does not lead to secure findings or sensible recommendations • The candidate’s report makes few links with other Diploma modules and fails to demonstrate understanding of the integral nature of HRM with other aspects of organisational management

