



**London, Swansea, Lampeter**

**SBMA7101D**

**HUMAN RESOURCE MANAGEMENT**

**Online version**

**2018**



---

IntroductionAIMS:

To develop a critical and analytical understanding of the changing nature of HRM in a global context, from a primary focus on supporting line managers to manage their people well, to a more specialised and professional one of delivering sustainable organisation capability and performance.

LEARNING OUTCOMES:

Upon the successful completion of this module the student will be able to:

1. Critically review and appraise current research and advanced scholarship so to enable them to evaluate managerial and business environments; and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation
2. Demonstrate a systematic understanding of current issues in HRM and IHRM within a variety of organisations so to enable them to manage effectively the design and implementation of fair, efficient and effective policies and procedures that serve to deliver upon the strategic aims of the organisation.

INDICATIVE CONTENT:

- The history and context of HRM and a critical appraisal of the HR function, role and standing within varying sectors including small, medium and large enterprises nationally and internationally
- Organisation design, culture and development including the analysis of internal and external environments that impact upon the work of personnel professionals
- National and international employment markets from which organisations source and mobilise staff; how employment markets are evolving and/or changing
- Human resource planning processes employed by organisations and how these are now influenced by technology; including administering these processes lawfully, fairly, efficiently and effectively
- Socialising personnel into the organisation; building the business activist; employer bonding and branding
- Processes of managing performance; innovating new working practices; delivering outstanding customer service; breeding an environment where talent may grow; job design
- Ethics and professionalism; commitment to equality of opportunity; managing diversity.

**LEARNING AND TEACHING STRATEGY:**

The learning and teaching strategy for this module has been designed to facilitate a rich online learning experience for students from different educational and cultural backgrounds.

The focus of the strategy is based on research and the practical application of theoretical models and concepts relevant to workplace scenarios detailed in a selection of pre-seen case study material. Throughout the module, students will be expected to take significant personal responsibility for their own learning and exercise initiative in the undertaking of all new learning experiences.

Focusing on the importance of managing human and organisational resources in developing and maintaining organisational success and competitive advantage, the module further aims to promote student confidence to enable them achieve an enhanced understanding of, and sensitivity to, the managerial dynamics and processes that influence the behaviours and performance of people at work.

The module aims to develop critical analysis, self-reflection and problem solving techniques to learn how to develop and implement the creative and strategic HR solutions that drive organisational performance. The approach therefore requires student-centred learning strategies.

The module utilises a new social learning platform called Curatr - you will receive an invite to the platform before week 1 begins. Students will have access to all the usual Moodle resources, but the HRM module will also utilise Curatr as a means to encourage independent thinking, social learning and the exploration of convergence/divergence in group learning. An approach of one-size-fits-one will form the majority of the learning strategy, which allow students to formulate independent thought before interacting with the group through case studies, group discussions and practical exercises (weekly gates).

Students will also be encouraged to carry out their own research for dissemination to the rest of the group. Material for discussion in weekly “gates” (practical tasks based on the theme of the week). Content will be introduced using a variety of formats such as access to online resources, animated presentations, gamified case studies, videos, infographics and interactive stories/reports, with plenty of opportunity for formative feedback regarding their critique and application of the material via weekly challenges and progression tasks (gates).

**SESSIONS will cover:**

- Introduction to HRM
- The nature of HRM and Personnel Management
- Current issues in HRM
- Recruitment, selection and evaluation process and practice
- Equal opportunities and diversity in the workplace
- Employment Legislation
- Performance Management
- Reward Systems and Reward Management
- Dismissal issues and termination of employment
- Human Resource Development and Training
- Employment Relations, Industrial Relations and Business Etiquette
- International Human Resource Management
- Human resource management strategies I
- Human resource management strategies II
- Human resource planning
- Human resource management and organisational culture
- Human Resource Management – Leadership and Change
- Performance management – further development
- The Future of the Human Resource Management Function

## HUMAN RESOURCE MANAGEMENT CORE

### **READING LIST:**

#### **Essential Texts:**

Armstrong M. (2017) *Armstrong's Handbook of Human Resource Management Practice*. 14<sup>th</sup> Ed.

Henderson, I. (2017) *Human Resource Management for MBA Students*. 3rd ed. London: CIPD

#### **Background Reading:**

Gold, J., Holden, R., Iles, P., Stewart, J. and Beardwell, J. (2013). *Human Resource Development: Theory and practice*. 5<sup>th</sup> Ed. Palgrave Macmillan.

Beardwell, J. Claydon, T. (2017) *Human Resource Management: A Contemporary Approach*. 8th Ed. Financial Times: Prentice Hall

Cook, M. (2016) *Personnel selection: adding value through people*. 5th ed. Chichester: John Wiley.

Edenborough, R. (2007) *Assessment methods in recruitment, selection and performance: a manager's guide to psychometric testing, interviews and selection*. London: Kogan Page.

Edwards, T. and Rees, C. (2016) *International Human Resource Management: globalisation, national systems and multinational companies*. 3rd ed. Essex: Palgrave

Laroche, L. and Rutherford, D. (2007) *Recruiting, retaining and promoting culturally different employees*. Oxford: Butterworth Heinemann.

Marchington, M. and Wilkinson, A. (2016) *Human Resource Management at Work* 6th Ed. Wiltshire: CIPD

Morgan, J. (2014) *The future of work*, New Jersey: Wiley

Pilbeam, S. and Corbridge, M. (2010) *People resourcing: contemporary HRM in practice*. 4th ed. Harlow: Financial Times / Prentice Hall.

Taylor, S. (2008) *People Resourcing*, Fourth Edition, Wiltshire, CIPD

Taylor, S. (2014) *Resourcing and talent management*. 6th ed. London: Chartered Institute of Personnel and Development.

Torrington, D. Hall, L. Taylor, S and Atkinson, C. (2009) *Fundamentals of Human Resource Management: Managing People at Work*, London: Prentice Hall

Truss, C., Mankin, D. and Clare, K. (2012) *Strategic Human Resource Management*, London: Oxford University Press

**Journals:**

British Journal of Management  
CIPD Journal 'People Management'  
Coaching at Work  
Education and Training Journal  
Et alia  
Harvard Business Review  
HRM Review  
Human Resource Management Journal  
Industrial and Labour Relations Review  
International Journal of Employment Studies  
Journal of International Business Studies  
Journal of Labour Economics  
Journal of Management Development  
Journal of Organizational Behaviour  
Journal of Workplace Learning  
Management Today  
People and Strategy: Journal of the HR Planning Society  
Personnel Review  
Personnel Today  
Public Personnel Management  
Research and Practice in HRM  
Strategic HR Review  
Strategic Management Journal  
The Academy of Management Review  
The Journal of Business  
The Journal of Human Resources  
The Journal of Industrial Economics  
Work Employment and Society

**Useful Websites:**

<http://www.cipd.co.uk/onlineinfodocuments/atozresources.htm>  
[http://www.prospects.ac.uk/p/types\\_of\\_job/management\\_consultant\\_job\\_description.jsp](http://www.prospects.ac.uk/p/types_of_job/management_consultant_job_description.jsp)  
[www.acas.org.uk](http://www.acas.org.uk)  
[www.berr.gov.uk](http://www.berr.gov.uk)  
[www.cbi.org.uk](http://www.cbi.org.uk)  
[www.cipd.co.uk](http://www.cipd.co.uk)  
[www.cipd.co.uk/Journals](http://www.cipd.co.uk/Journals)  
[www.cipd.co.uk/surveys](http://www.cipd.co.uk/surveys)  
[www.employment-studies.co.uk](http://www.employment-studies.co.uk)  
[www.equalityandhumanrights.org.uk](http://www.equalityandhumanrights.org.uk)  
[www.hrmguide.co.uk](http://www.hrmguide.co.uk)  
[www.statistics.gov.uk](http://www.statistics.gov.uk)  
[www.wao.gov.uk](http://www.wao.gov.uk)

# MASTERS DEGREE ASSIGNMENT SPECIFICATION

|                   |                                      |                                                        |                                           |
|-------------------|--------------------------------------|--------------------------------------------------------|-------------------------------------------|
| Student name:     |                                      | Student number:                                        |                                           |
| Programme:        | MBA                                  |                                                        |                                           |
| Module:           | HUMAN RESOURCE MANAGEMENT            | Module Level:                                          | 7                                         |
| Module code:      | SBMA7101D                            | <i>Contribution to Overall Module Assessment (%)</i> : | 50%                                       |
| Lecturer:         | David Griffiths                      | Internal Verifier:                                     | Felicity Healey-Benson                    |
| Assignment Title: | Assignment Part 1                    | Assignment No:                                         | 1 of 2                                    |
| Hand Out Date:    | February, 2018 (upon joining module) | Submission deadline:                                   | No later than Monday, April 30th at 17:00 |
|                   |                                      | Assignment feedback:                                   | Monday, May 28th at 17:00                 |

|                      |                                                                                                                                                                                                                                                                                                                                                                                                         |       |  |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--|
| Referencing:         | In the main body of your submission you must give credit to authors on whose research your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have read or quoted in order to complete this assignment (e.g. for books: surname of author and initials, year of publication, <u>title of book</u> , edition, publisher: place of publication). |       |  |
| Disclosure:          | I declare that this assignment is all my own work and that I have acknowledged all materials used from the published or unpublished works of other people. All references have been duly cited.                                                                                                                                                                                                         |       |  |
| Student's Signature: | (Only where hard copies required)                                                                                                                                                                                                                                                                                                                                                                       | Date: |  |

**Turnitin: All assignments must be submitted to Turnitin unless otherwise instructed by the Lecturer.**

**Note:** the Turnitin version is the primary submission and acts as a receipt for the student. **Late submission of the electronic version of the assignment will result in a late penalty mark.** Penalties for late submission: Up to four weeks late, maximum mark of 50%. Over four weeks late, non-submission (fail 0%). Only the Extenuating Circumstances Panel may grant an extension.

| Learning Outcomes tested<br>(from module syllabus)                                                                                                                                                                                                                                                                                                   | Assessment Criteria To achieve each outcome a student must demonstrate the ability to: |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Critically review and appraise current research and advanced scholarship so to enable them to evaluate managerial and business environments; and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation | See p. 13 and 15                                                                       |

## TASK DESCRIPTION Part 1

### Part 1 (50%)

You are in your first middle-management appointment, working in the Human Resources function of the Raspberry Pi Foundation\*. The foundation currently employs 100 staff at Pencoed, Mid Glamorgan, this figure is set to increase dramatically. The foundation has charitable status. The managing director has just returned from a conference entitled 'Employee Involvement – enhancing morale, improving performance' and wants to make changes. She has been convinced that greater employee engagement is the way forward and has asked you to produce a report to allow the senior managers to consider what needs to be done, your recommendations, and how HR will be involved. You have been asked to cover the following:

The concepts of Employee Engagement and Employee Involvement

What the company needs to do

What the advantages of improved employee engagement/involvement might be

What problems may arise?

It is left to you to decide which of these four topics need greatest attention and whether you feel there are other considerations. You must offer the company some recommendations.

Part 1 must be in report format – word limit 2500 words (+/- 100 words, excluding Bibliography and Appendices).

\*You may set this in the context of your own organisation, using the same criteria, under agreement with Dr. David Griffiths

Please note the following when completing your assignment:

1. Writing: Written in English in an appropriate business/academic style
2. Focus: Focus only on the tasks set in the assignment.
3. Length: 2500 words (maximum)
4. Formatting: Typed on an A4 page in Times New Roman or Arial font 12 with at least 2.5 centimetre space at each edge, double spaced and pages numbered.
5. Document format: In business report format (unless otherwise directed), with a clear title, course, and name or ID number on a cover sheet and including a bibliography using Harvard referencing throughout.
6. Research: Research should use reliable and relevant sources of information e.g. academic books and journals that have been peer reviewed. The research should be extensive.
7. **\*\*\*NOTE\*\*\* 20% of marks, from skills for professional practice, will be awarded for on-time completion of weekly learning tasks (5%) and a minimum of two interactions with fellow students (i.e. comments on the work of others) per week, during weeks one through five of the module.**

|                   |                                      |                                                |                                           |
|-------------------|--------------------------------------|------------------------------------------------|-------------------------------------------|
| Student name:     |                                      | Student number:                                |                                           |
| Programme:        | MBA                                  |                                                |                                           |
| Module:           | HUMAN RESOURCE MANAGEMENT            | Module Level:                                  | 7                                         |
| Module code:      | M7X00595                             | Contribution to Overall Module Assessment (%): | 50%                                       |
| Lecturer:         | David Griffiths                      | Internal Verifier:                             | Felicity Healey-Benson                    |
| Assignment Title: | Assignment Part 2                    | Assignment No:                                 | 2 of 2                                    |
| Hand Out Date:    | February, 2018 (upon joining module) | Submission deadline:                           | No later than Monday, April 30th at 17:00 |
|                   |                                      | Assignment feedback:                           | Monday, May 28th at 17:00                 |

|                      |                                                                                                                                                                                                                                                                                                                                                                                                         |       |  |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--|
| Referencing:         | In the main body of your submission you must give credit to authors on whose research your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have read or quoted in order to complete this assignment (e.g. for books: surname of author and initials, year of publication, <u>title of book</u> , edition, publisher: place of publication). |       |  |
| Disclosure:          | I declare that this assignment is all my own work and that I have acknowledged all materials used from the published or unpublished works of other people. All references have been duly cited.                                                                                                                                                                                                         |       |  |
| Student's Signature: | (Only where hard copies required)                                                                                                                                                                                                                                                                                                                                                                       | Date: |  |

|                                                                                                                                                                                                                                                                                                                                                                                         |  |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Turnitin: All assignments must be submitted to Turnitin unless otherwise instructed by the Lecturer.                                                                                                                                                                                                                                                                                    |  |  |
| Note: the Turnitin version is the primary submission and acts as a receipt for the student. Late submission of the electronic version of the assignment will result in a late penalty mark. Penalties for late submission: Up to four weeks late, maximum mark of 50%. Over four weeks late, non-submission (fail 0%). Only the Extenuating Circumstances Panel may grant an extension. |  |  |

| Learning Outcomes tested<br>(from module syllabus)                                                                                                                                                                                                                                                           | Assessment Criteria To achieve each outcome a student must demonstrate the ability to: |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Demonstrate a systematic understanding of current issues in HRM and IHRM within a variety of organisations so to enable them to manage effectively the design and implementation of fair, efficient and effective policies and procedures that serve to deliver upon the strategic aims of the organisation. | See p. 13 and 15                                                                       |

## TASK DESCRIPTION Part 2

### Part 2 (50%)

Human Resource Management, like all other management functions, is changing under the pressures that stem from 'globalisation', increased competition, and the need for companies to perform.

You are now the HR Director of Raspberry Pi\*. The foundation has grown to over 2000 employees and with an intention to expand and increase further its international profile. You are asked to prepare a briefing paper that considers the changing and developing role of the HR manager and the HR function in each of the following areas.

An increasingly diverse and international workforce

The need for 'continuous improvement' in the company

The employee demand for improved rewards and 'work-life balance'

Your assignment should take the form of an academic essay, which should describe the main challenges to be faced, and must evaluate how HR needs to respond to these changes over the next 5-10 years.

Part 2 has a word limit 2500 words, maximum (+/- 100 words, excluding Bibliography and Appendices) and should be submitted via TurnItIn

\*You may set this in the context of your own organisation, using the same criteria, under agreement with Dr. David Griffiths

Please note the following when completing your assignment:

1. Writing: Written in English in an appropriate business/academic style
2. Focus: Focus only on the tasks set in the assignment.
3. Length: 2500 words (maximum)
4. Formatting: academic essay
5. Research: Research should use reliable and relevant sources of information e.g. academic books and journals that have been peer reviewed. The research should be extensive.
6. **\*\*\*NOTE\*\*\* 20% of marks, from skills for professional practice, will be awarded for on-time completion of weekly learning tasks (5%) and a minimum of two interactions with fellow students (i.e. comments on the work of others) per week, during weeks six through nine of the module.**

# GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

**NOTE:** The guidance offered below is linked to the five common assessment criteria overleaf and specifically aligned to the “exceptional” outcome category to which we anticipate students aspire.

## 1. Research-informed Literature

Your work must embed and be informed and supported by relevant and credible scholarly material that is accessible in the learned journals listed on the module schedule. You should refer to at least 10 such sources. Additionally, you should refer to text books, current news items and benchmark your organisation against other organisations to ensure your assignment is current and up-to-date. High-level referencing skills using the Harvard Method must be demonstrated throughout your work and all sources listed alphabetically within your bibliography.

## 2. Knowledge and Understanding of Subject

Your work must demonstrate the growing extent of your knowledge and understanding of concepts and underlying principles associated with the subject area. This means that within your work, you should provide evidence of your growing mastery in critical awareness of current challenges, new insights and the constant need for innovation within the field. Furthermore, a critical awareness of the ambiguities and limitations of knowledge and even understanding, should be considered and examples of such, illustrated within your work.

## 3. Analysis

To be considered masters worthy, your work must contain evidence of analysis, evaluation and synthesis. This means not just describing “What!” but also justifying: Why? How? When? Who? Where? And at what cost! At all times, you must provide justification of your arguments and judgements. Evidence that you have reflected upon the ideas of others on matters occurring in the real world of business is crucial to you providing a reasoned and informed debate within your work. Your choice of methodologies to gather data and information must be rigorously defended. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments in the absence of complete data, since within the real world of work, we rarely have access to, or know all the information! Persuasive conclusions are especially necessary and must be derived from the content of your work – there should be no new information presented within your conclusion. Your work should aspire to resemble work which is of journal publishable quality.

## 4. Practical Application and Deployment

It is essential that you rationalise how you decided upon certain methods, materials, tools and techniques to inform and complete your work. You must demonstrate what informed your decision(s) to apply certain concepts that enabled you to formulate innovative and creative solutions to the challenges presented to you or that you identified for yourself. Plausible, costed and justifiable recommendations are demanded and where these are absent, your work is undermined. Your work should provide evidence that you are growing in mastery in developing cutting edge processes and techniques within the subject area.

## 5. Skills for Professional Practice

Your work must provide evidence of your attributes in the application of professional practice. This includes demonstrating that you are highly capable of individual and collaborative working. Regarding the presentation of your work, you must demonstrate your ability to select and deploy the appropriate media that is “fit for purpose. Additionally, you must exhibit your ability to: communicate with an exceptionally high level of professionalism; work professionally, autonomously and within a team; develop leadership skills; and produce/present work that is coherent, cogent and specifically addresses the challenges set for you or you have set yourself. Importantly, your work should be easily understood by specialists and non-specialists in the field.

# MARKING CRITERIA AND STUDENT FEEDBACK

This section details the assessment criteria for each assignment. The *extent* to which these are demonstrated by you determines your mark. The marks available for each criterion are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

| Common Assessment Criteria Applied                                                                                                                                                                     | Marks available | Marks awarded |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|
| <b>1. Research-informed Literature</b><br>Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.                                    | 20              |               |
|                                                                                                                                                                                                        |                 |               |
| <b>2. Knowledge and Understanding of Subject</b><br>Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.                                        | 20              |               |
|                                                                                                                                                                                                        |                 |               |
| <b>3. Analysis</b><br>Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence                                                     | 30              |               |
|                                                                                                                                                                                                        |                 |               |
| <b>4. Practical Application and Deployment</b><br>Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems. | 10              |               |
|                                                                                                                                                                                                        |                 |               |
| <b>5. Skills for Professional Practice</b><br>Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.               | 20              |               |

|              |            |  |
|--------------|------------|--|
|              |            |  |
| <b>TOTAL</b> | <b>100</b> |  |

| <b>Assignment Mark</b> (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed. ) | Late Submission Penalties (tick if appropriate) |            | % |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------|---|
|                                                                                                                                                                                                            | Up to 1 week late                               | 50%<br>Max |   |
|                                                                                                                                                                                                            | Over 1 week late                                | 0%         |   |

## COMMON ASSESSMENT AND MARKING CRITERIA

| Common Assessment Criteria Applied               | Level of Achievement     |                          |                          |                          |                          |                          |                          |
|--------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                                  | REFER                    |                          |                          | PASS                     |                          | DISTINCTION              |                          |
|                                                  | OUTRIGHT FAIL            | FAIL                     | UNSATISFACTORY           | SATISFACTORY             | GOOD                     | EXCELLENT                | EXCEPTIONAL              |
| <b>1. Research-informed Literature</b>           | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>2. Knowledge and Understanding of Subject</b> | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>3. Analysis</b>                               | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>4. Practical Application and Deployment</b>   | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>5. Skills for Professional Practice</b>       | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## Student Self Evaluation Form

|                          |  |                          |  |
|--------------------------|--|--------------------------|--|
| <b>Student name:</b>     |  | <b>Student number:</b>   |  |
| <b>Programme:</b>        |  | <b>Year of programme</b> |  |
| <b>Assignment Title:</b> |  |                          |  |

This section repeats in brief the common assessment criteria detailed on previous pages. The *extent* to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved with regard to each of them.

| Common Assessment Criteria Applied               | Level of Achievement     |                          |                          |                          |                          |                          |                          |
|--------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                                  | REFER                    |                          |                          | PASS                     |                          | DISTINCTION              |                          |
|                                                  | OUTRIGHT FAIL            | FAIL                     | UNSATISFACTORY           | SATISFACTORY             | GOOD                     | EXCELLENT                | EXCEPTIONAL              |
| <b>1. Research-informed Literature</b>           | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>2. Knowledge and Understanding of Subject</b> | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>3. Analysis</b>                               | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>4. Practical Application and Deployment</b>   | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>5. Skills for Professional Practice</b>       | 0-29%                    | 30-39%                   | 40-49%                   | 50-59%                   | 60-69%                   | 70-79%                   | 80-100%                  |
|                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL | PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP |
|------------------------------------------------------------------------|-----------------------------------------------------------|
|                                                                        |                                                           |

|                     |  |      |  |
|---------------------|--|------|--|
| Student's Name      |  | Date |  |
| Student's Signature |  |      |  |