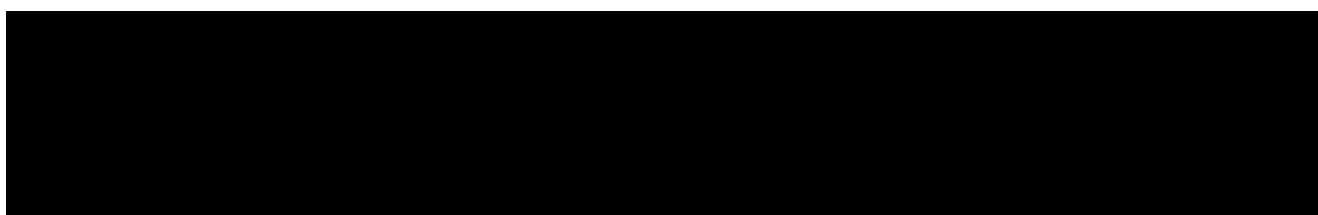
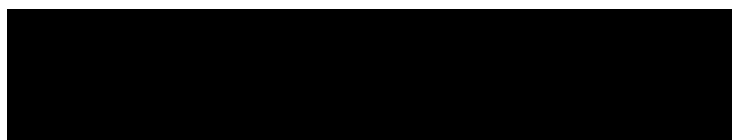
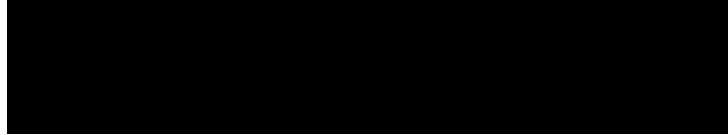


# Assignment 1





Human Resource Management

Raspberry Pi Foundation- 'Greater employee engagement is the way forward'

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18<sup>th</sup> January 2016

### **Executive Summary**

Raspberry Pi foundation is an educational third sector business with a goal to enhance education in adults and children, around the areas of computers, computer science and related subjects. Most of their employees are volunteers who share the same values and goals. However just sharing the same goals and values is no longer enough, employees now need to be engaged and feel involved in what the business is doing. Therefore a report has been written using academic secondary research through text books, reports, journals and scholarly websites to provide evidence to why employee engagement is the way forward.

Currently Raspberry Pi is helping to provide and support employee's motivational needs through the five levels of physiological, safety, social, esteem and self-actualisation and through the two-factor theory of hygiene and motivation. Meeting and helping employee's needs is good but trust worthy communication between employees and employer is now crucial for future generations. Such as the millennials who like communication channels throughout all levels of an organisation and manageable work-life balance.

Evidence is proving now employee engagement supported by employee involvement, being voiced opinions and trustful communication relationships between employee and employer is now creating sustainable advantages throughout businesses. For example Profit, revenue growth, customer satisfaction, productivity, innovation, staff retention, efficiency and health and safety performance are all being improved. It also helping overcome disadvantages of disengaged employees causing other employees to have burn-outs, lack of skills and knowledge retention and hygiene management, this would affect trying to make changes as employees would feel motivated or valued enough to help or want to acknowledge change for the better. As employees become over all happier, healthier and more fulfilled, so they deliver better business performance. These all contributing to human capital values and provide feedback loops of employee communication for the organisation.

Engagement should be supported through a soft HR Harvard framework strategy, SHRM framework Ulrich and Brockbank model and through the employee life-cycle. Regarding changes through these framework strategies are 2 recommendations:-

Recommendations 1- make small changes to the employee life-cycle.

- Add the psychological contract to the recruitment and selection. By doing this the employees know exactly where they stand and a trusting communication relationship

between employer and employee can start straight away. Influencing strong involvement which will just continue to strengthen engagement the longer the employee is within the company.

- The development and rewards and recognition steps should be designed around the Maslow and Herzberg's identification of employees needs for motivation. Firstly research into how Pi's current employees and how the business is currently helping them to attain their needs have to be done. Then once identification of weak areas are addressed small changes to these steps can be done to ensure stronger high performance, satisfaction and high commitment contributing to further engagement and less chance of people leaving or burn outs occurring losing talent and knowledge.

Recommendation 2- Implement the E-V-R model as it will identify and measure impacts on situational factors which will affect or contribute to the stakeholders. When Pi effectively sustains congruence, which is when the organisations environment, resources and values are mutually reinforcing. It will provide them with a feedback loop as it will monitor environment, HR, Talent and Knowledge economy between value and Resource forming a strong strategic position.

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## **Introduction**

Raspberry Pi Foundation (for the purpose of this report abbreviated Pi) began in 2006, when Eben Upton, Rob Mullins, Jack Lang and Alan Mycroft all from the University of Cambridge, noticed a steady decline of skills and numbers of people applying to read computer science (RaspberryPi, 2015). Here a gap in the market had been discovered enabling plans to develop a platform, simple enough for children to learn how to program (Upton, 2012). It was in 2008, when Pete Lomas and David Barban, teamed up with the group that the business took off. The foundation itself is a private company but the organisation overall is a founded educational charity, with a goal to enhance education in adults and children, around the areas of computers, computer science and related subjects (RaspberryPi, 2015). Currently, they now have a base in Pencoed, Mid Glamorgan with 100 staff employed, with figures set to dramatically increase.

As the new middle-manager, working within the Human Resources function of the organisation, a report has been requested by the managing director addressing that greater employee engagement is the way forward. Therefore, a report will be conducted to provide information using appropriate strategic HR strategy models to initialise the senior managers to consider, what needs to be done and how the HR will be involved. Firstly the report will consist of identifying the business situation, including the concepts of employee's engagement and employee involvement. Secondly, identification of where action needs to be taken within the business to add more employee value. Finally, recommendations will be provided, for enhancing future employee engagement/ involvement, with pinpointing where advantages and problems may arise through action changes, with possible solutions to overcome them.

### **1. Overview of Raspberry Pi Foundations Business situation**

As a third sector organisation, it is important for Raspberry Pi to understand the concept of this given status. Therefore, a third sector organisation is a not-for-profit business, which is value driven and essentially reinvests their surpluses to further social, environmental and cultural objectives. These businesses can range from small local community based to large international and are usually charities, social enterprises, mutual and **cooperatives** (Office, 2009). This means it does not compete with private or secondary sectors whose primary

objective is to achieve profits and it is initially assumed to be used by the government to balance out their systems, by providing sustainable developments to deliver eco-friendly liveable environments to enhance people of society's quality of life (Ramachandran, 2013).

Since 2010 the government made a strategy to help third sector organisations work with secondary sectors, in-order for them to understand better needs of service users and communities (Hurd, 2010). However it is sponsorships from private sectors that are helping most for example, Raspberry Pi become sponsored by Google in 2013 which abled Pi to give 15,000 free microcomputers to schools across the UK, in the hope those children will be inspired to take up coding (Wakefield & Rich, 2013). This has abled them to work with education for children to hopefully later work within the computer science industry, which is currently declining and critically needs improving for future need within the working society (RaspberryPi, 2015).

Being a social enterprise most employees are voluntary community members who dedicate their time to the organisation. For this reason to gain greater employee engagement Pi need to ensure these people feel like they belong, motivated and are greatly apart of the business as they do add sufficient value, therefore they should not be considered as just free labour (Wilding, 2014)  1

## **2. Meeting employee motivational needs**

### **2.1 Maslow Model**

To ensure volunteers feel like they belong and motivated, the Maslow hierarchy of needs model, illustrated below in figure 1 should be considered.

#### **Figure 1**



(Kremer & Hammond, 2013)

The five step pyramid model was designed in 1943 by Maslow with the understanding influence that people always want more than what they already have. Due to this he suggests human needs are arranged in a series of levels of hierarchy of importance (Mullins, 2010). However Raspberry Pi cannot meet all the demands of needs for each individual on all levels, people need to accomplish many themselves and for some people, this order of levels does not always work (Kremer & Hammond, 2013). So it does need to be kept flexible and agile in the way it is used within the business. Below is an adapted table in figure 2, explaining how Raspberry Pi's volunteer's needs should adequately be satisfied or supported based on theory from Mullins (2010) within the workplace.

**Figure 2**

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Self-Actualisation  | To accomplish this last level Growth, advancement and creativity need to be sustained. This could be done by Raspberry Pi offering challenging jobs roles, creating opportunities for employees to be creative within the organisation their could highlight future or current talent not seen before. New advancements or achievements for employees within the business.                                                                                              |
| Esteem Needs        | Here employees need to feel self-esteem, self-respect, prestige and status. Therefore Raspberry Pi need to ensure social recognition, job titles and crucially provide feedback from people's job roles/input to the business. People feel rewarded by knowing they are doing well but also respect help on where and how they could improve to do better.                                                                                                              |
| Social Needs        | (Can be referred to as love needs) Here is the most important for Raspberry Pi, ensuring employees feel like they are loved and belong. This could be through social activities run, great colleague friendships, friendly supporting management and possibly professional association. A great understanding of peoples outside lives would also be an asset to see how else the organisation could help individuals.                                                  |
| Safety Needs        | Raspberry Pi should have safety policies and regulations in place to ensure employees are safe and secure within the workplace. For example they are protected from threats, violence or any other form of danger. Company benefits and job security could also be supported for the few paid employees.                                                                                                                                                                |
| Physiological Needs | This level requires Raspberry Pi to make sure their employees are attaining all the needs in which the body requires to function normally. Such as food and water to overcome hunger and thirst, oxygen, maintain body temperature and sleep. To help these needs the work place should have thermostat heating, water & food supplies and also some sort of ventilation for fresh air, as well as enough time away from the work place to allow enough sleep and rest. |

(Mullins, 2010) 4

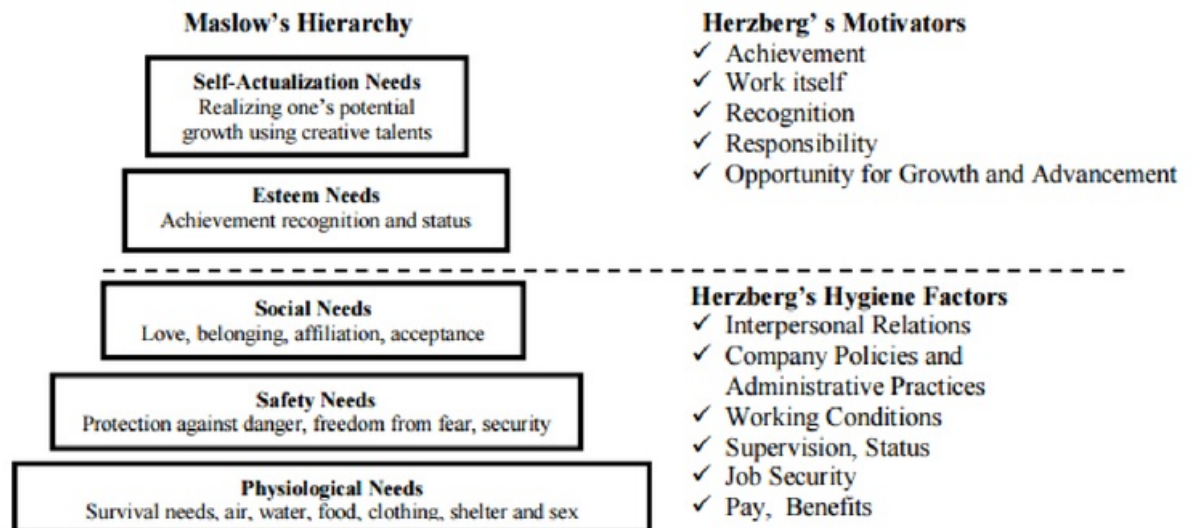
## 2.2 Hertzberg 2 Factor Theory

To accompany the Maslow's model, Raspberry Pi support it with the Hertzberg model illustrated in figure 3 below, please see [This](#) is relevant as the hygiene factors relate to the lower level needs and the motivation to the higher levels, which the figure 3 model highlights the connecting areas (Ozguner & Ozguner, 2014). Through using both together, Raspberry Pi is building a better understanding of what individual needs are needed on specific levels. Whilst also seeing where most motivation is needed to be created to initiate more value for their employees, on a basic level which can be used or adapted depending on the processes the business introduces or takes away regarding meeting any of the needs, especially through hygiene or motivation factors (Hoffmann, 2006). Getting these rights Pi will have high

hygiene and high motivation meaning their employees are highly motivated with very few complaints.

Citation Needed

**Figure 3**



(Ozguner & Ozguner, 2014)

### 2.3 Motivation within a third sector industry

A big motivation factor within third sectors is psychological contracts (Armstrong, 2012). Which is defined to being an exchange of unwritten agreements regarding promises and contributions between the employee and employer, it also includes individuals beliefs of mutual obligations (Rousseau, 1990). Having strong psychological contracts is key for Raspberry Pi, especially with the future of volunteer employees being generation millennials. Millennials in the workplace highly value constant communication through all level of authority and flexibility to accommodate work-life-balance (Vanmeter et al, 2013). It has been identified if Pi's contracts are relationally orientated with valued communication, job loyalty is more likely to occur, as contract expectations are stronger due to good employee- employer relationships being highly transactional and relational, leading to employees feeling engaged and involved within the company (Hicks & Monroy-Paz, 2015). It is vital that both have the same understanding or many ruined relationships and employee walk outs could occur.

### **3. Advantages of Employee Engagement and Involvement**

Engagement is when employees are committed to their work, the organization and motivated to achieve high levels of performance (Armstrong, 2012). Meaning Pi's employees feeling valued are going the extra mile and having passion for their work (CIPD, 2015). However Pi also need to reflect employee Involvement as well, which is creating an environment in which people have an impact on decisions and actions that affect their jobs (Heathfield, 2015). It seeks to increase engagement and higher performance at work through direct employee and management communication and information sharing (Henderson, 2010). Pi need to carefully consider the advantages and disadvantages of both and how they both contribute to adding value. These are illustrated in the table in appendix 1, please read/8

Although as identified by the table engagement and involvement are very different but they both contribute to the overall social, human and intellectual capital which creates value for both employees and organisation. However, Pi need to be careful when using involvement to support engagement to prevent knock on effects and make sure their methods for both are continuously meeting the organisations set values and goals throughout, which will then lead to high performance and high commitment of employees (Sime, 2009).

### **4. Take Action to improve Value**

Value continuously needs to be improved/added within Pi (Millmore *et al*, 2007). The employees have to feel valued, engaged and involved if Pi wants to overcome the possible implications of the disadvantages of both, illustrated in the previous table. Therefore high commitment and high performance is more likely ensured across all levels of the business.

#### **4.1 Strategic HRM**

For Pi to allow high commitment and high performance/it has to be underpinned by Strategic Human Resource Management. SHRM is an approach to managing human resources which will support the long-term goals and outcomes of Pi with a strategic framework (CIPD, 2015). Pi's SHRM framework for example involves delivering fair and equitable rewards, improvements of employee performances and streamlining its organisational structure (Boxall & Purcell, 2003). The approach concentrates on long-term people issues, matching

resources to future needs and macro-concerns about structure, quality, culture, values and commitment (Analoui, 2007). Overall though, SHRM is framework which determines the shape and delivery of these individual strategies, by transforming HRM strategies into corporate strategies forming Pi's organisational Value (Boxall & Purcell, 2003).

#### 4.1.1 Ulrich and Brockbank Model

In 2012 Ulrich and Brockbank updated their 2005 model to incorporate business changes which have occurred over time such as technology, which is now a crucial element of HR regarding storing big data with rich information on employees (Ulrich *et al*, 2012). However with the future of HR being turbulent due to environmental changes no model will ever be precise Pi needs to remember this and keep an open mind. The model is illustrated in figure 4 below.

**Figure 4**



(Ulrich *et al*, 2012)

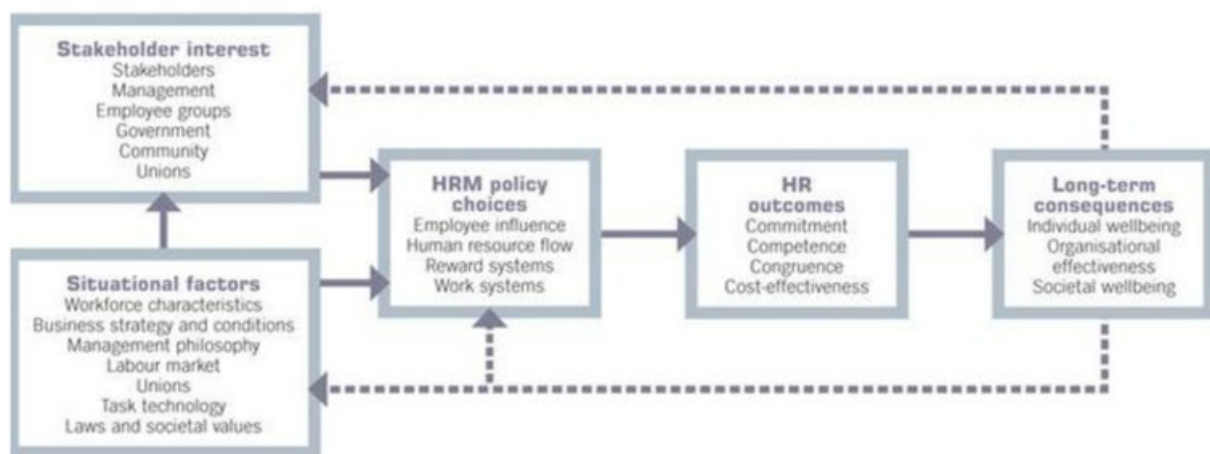
Many criticise this model but there is no model that fits all businesses. Therefore once a clear understanding of the model and identification of where it needs to fit into Pi, then can a specific adaptation to fit the business needs be done (Taylor & Woodhams, 2012). By adapting the model to fit the right governance Pi will create and deliver talent, leadership and capabilities which will enable them to become more successful (Roberts, 2014). To use this

effectively a soft approach strategy would best suit Pi as situational factors will help overcome future changes.

#### 4.2 Harvard model

Using the Harvard model shown below in figure 5, is the best soft approach strategy for Pi to use as it contributes to overall organisational effectiveness which offers masses of employee engagement (Ihuah, 2014). The Harvard model consists of six basic components being situational factors, stakeholder interests, HRM policy choice, HR outcomes, long-term consequences and a feedback loop which the outputs flow directly into the organization and to the stakeholders (Bratton & Gold, 2012). There is a Michigan model which is a hard approach but it has very little employee input, therefore would not implement employee engagement (Smith *et al*, 2005). According to Beer (1984), employee influence is the most important domain of effective HR. Thus Harvard benefits Pi with high performance through a committed workforce working towards the organisations objectives and achieving competence, congruence and cost-effectiveness, the outcomes are based upon the stakeholders and situational environmental factors but are usually individual well-being, organisational effectiveness and societal well-being (Boselie, 2015). The neglect of this model is learning and development but Pi could easily implement this into the framework to best suit their business needs (Henderson, 2010)

**Figure 5**

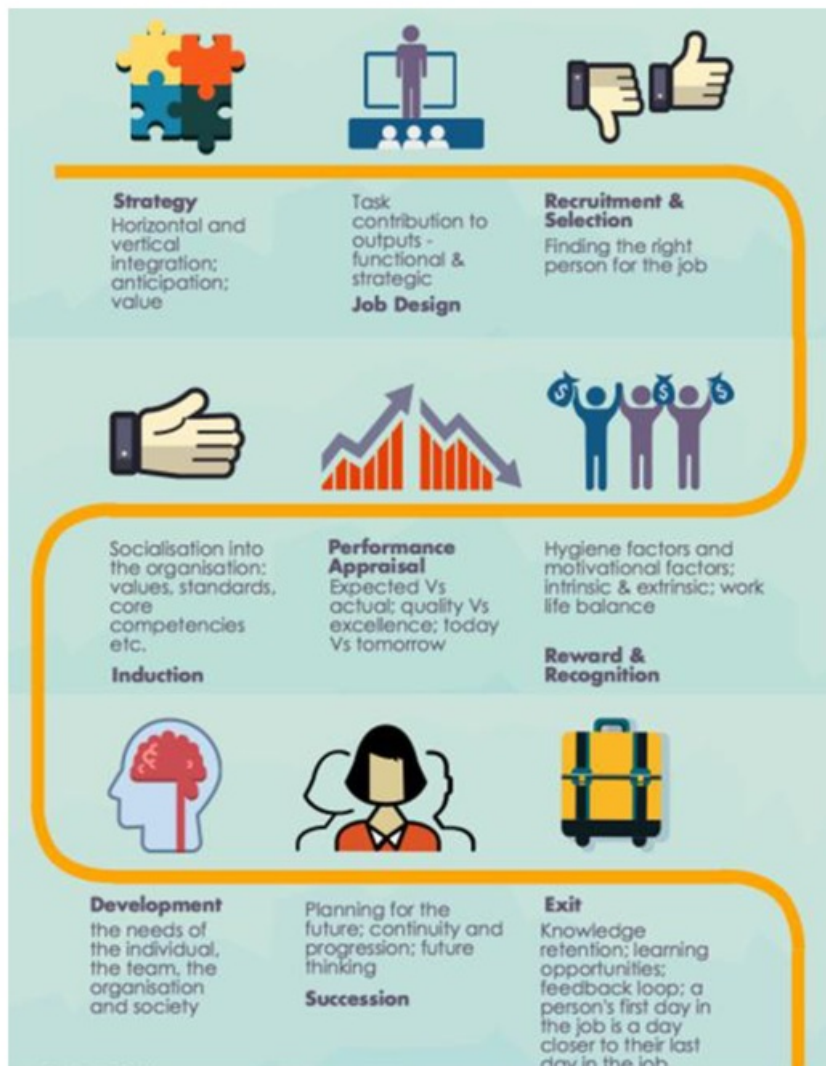


(Boselie, 2015)

### 4.3 Employee life cycle

All employees have a life-cycle within an organisation starting from vacancies of a job position right through to when they leave, however for Pi the employee cycle starts at strategy (Badgi, 2012). The formulation of steps is identified within figure 6 below. This is a critical element of the HR to get right as it continuously through here that employees need to be motivated, engaged and feel involved or the exit step will occur a lot sooner than the diagram illustrates, due to burn-out or leave rather than retirement or other unavoidable reasons.

15



(Griffiths, 2015)

## **Recommendations**

These recommendations are based upon the models identified in the take action segment.

### **Recommendation 1**

The first recommendation is to make small changes to the employee life-cycle. Instead of making changes to all the 9 steps, it would be better to focus on a few first, and then later add further changes where necessary to influence more employee engagement for higher performance. Throughout the employee life-cycle appears all the models and theories mentioned in the report but they are all involved in different steps of the cycle. Based on the report a suggestion is to incorporate the psychological contract within recruitment and selection. By doing this a relationship and trust is formed between employer and employee before the employee even starts their role which with many being volunteers this is very important. This will form the beginning of employer engagement and innovation which can then gradually progress throughout the other steps, with employees continuously adding value. However the contract needs to be made clear and understood correctly if this is to work otherwise the employee could leave quickly and the business would gain nothing.

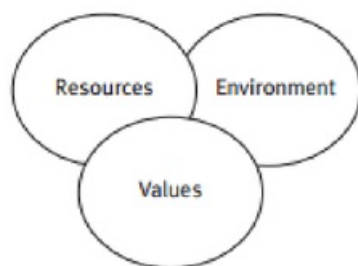
The development and rewards and recognition steps should be designed around the Maslow and Hertzberg's identification of employees needs for motivation. Firstly research into how Pi's current employees and how the business is currently helping them to attain their needs have to be done. Then once identification of weak areas are addressed small changes to these steps can be done to ensure stronger high performance, satisfaction and high commitment contributing to further engagement and less chance of people leaving or burn outs occurring losing talent and knowledge.

### **Recommendation 2**

Following the Harvard model the next recommendation is to add an EVR congruence model. The E-V-R model is formation of measuring how well a business is attuned to its environment. E represents Environment, V is values and R is resources together it forms a SWOT analysis which incorporates the business values (E=O&T, V&R=SW). Therefore by Pi using the E-V-R it will identify and measure impact on situational factors which will affect or contribute to the stakeholders. When Pi effectively sustains congruence, which is when the organisations environment, resources and values are mutually reinforcing. It will provide them with a feedback loop as it will monitor environment, HR, Talent and Knowledge

economy between value and Resource forming a strong strategic position. This is important as being a foundation charity working to benefit educational sectors, being in a strong environment position provides value to the overall company brand, thus employees are going to feel accomplished working for such a good recognised public eye business. Figure 6 illustrates the congruence model to how it should look like when Pi assesses their selves.

**Figure 6**



(Kew & Stredwick, 2010)

### **Conclusion**

Being a third sector organisation greater employee engagement is the way forward, as it is important for the employees who are mainly volunteers to feel engaged and involved, in order to be highly motivated and committed to the business. However, to enable these employees needs have to be met and trusting relationships have to be sustainably addressed. Especially since the future of Pi's employees is going to be generation millennials who like strong communication, it is important to overcome and implement these structures now. Yes there may be challenges faced with implementing changes, but once current employees see and understand the benefits of change and the changes are not too drastic to cope with positive results will occur. To help implement strategies the Harvard model and Ulrich and Brockbank models both provide underpinning HR frameworks that can enable Pi to sustain structure change efficiently with measurable outcomes. The disadvantages of Pi not having engaged high performing employees can have drastic negative impacts on the business such as loss of talent, knowledge, human capital, skills and social capital. These can also have effects on making the changes as people will not be on-board or want to be involved, therefore Pi will be losing out on a high performing and highly committed workforce and business. By implementing the recommendations it would transform Pi for the better and provide better understanding of their human capital, social capital and push their overall business competence, competency and capabilities.

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## Appendices

### Appendix 1

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b><u>Engagement</u></b><br/>How Pi can use it effectively-</p> <ul style="list-style-type: none"> <li>• Letting employees voice their ideas to then their managers listen</li> <li>• Encourage employees involvement in decision making as their views could strengthen management ideas</li> <li>• Having opportunities for employees to develop in their job roles</li> <li>• Showing the organisation is concerned for employee's health and well-being.</li> </ul> <p>These are important for volunteers to feel a part of benefitting the foundation and helping the community. Due to if they were not committed to the values and goals of the Pi's business they would not be volunteering there.</p> <p>Pi must support and monitor employee engagement by support and coaching, feedback, opportunities to develop and learn, delegating responsibilities with regular attitude surveys of individual employees based on these mentioned. (Henderson, 2010)</p> | <p><b><u>Involvement</u></b><br/>How Pi can use it effectively-</p> <ul style="list-style-type: none"> <li>• Provide schemes to which employee representatives can meet with managers on regular basis and share any issues within the workforce.</li> <li>• Take action where necessary to show managers are listening to employees.</li> </ul> <p>Through Pi's employees seeing that communication and issues are being addressed they will feel more engaged with the business.</p> <p>This can be classed as upward problem-solving however this works best directly between managers and employees but with Pi set to expand that could be difficult therefore using employee representatives is a better option.</p> <p>(Henderson, 2010)</p> |
| <p><b><u>Advantages</u></b> :- Positive relationships provides Raspberry Pi with</p> <ul style="list-style-type: none"> <li>• Profit</li> <li>• Revenue growth</li> <li>• Customer satisfaction</li> <li>• Productivity</li> <li>• Innovation</li> <li>• Staff retention</li> <li>• Efficiency</li> <li>• Health and safety performance</li> </ul> <p>Over all their employees are happier, healthier and more fulfilled, so they deliver better business performance. These all contributing to human capital values and provide feedback loops of employee communication for the organisation.</p>                                                                                                                                                                                                                                                                                                                                                                          | <p><b><u>Advantages</u></b> :- clear communication=</p> <ul style="list-style-type: none"> <li>• Trust and openness in communication is formed between employees and managers</li> <li>• employees' skills and knowledge can be better used, leading to higher productivity</li> <li>• employees feel more valued, so they are more likely to stay and to contribute more</li> <li>• the organisation gains a positive reputation, making it easier to recruit good employees</li> <li>• conflict is reduced and co-operation between employer and employee is based on interdependence</li> </ul>                                                                                                                                                  |
| <p><b><u>Disadvantages</u></b>:- Long-term views</p> <ul style="list-style-type: none"> <li>• Burnouts occur more often within individuals as they become 'too engaged'.</li> <li>• Hygiene factors can become affected by work pressure and lack of work-life-balance.</li> </ul> <p>Employees disengaged:-</p> <ul style="list-style-type: none"> <li>• Difficult for Pi to embed organisational changes</li> <li>• Innovation and human capital management is effected</li> <li>• Knowledge and skills are declined</li> </ul> <p>(CIPD, 2015)</p>                                                                                                                                                                                                                                                                                                                                                                                                                         | <p><b><u>Disadvantages</u></b>:-</p> <ul style="list-style-type: none"> <li>• If not used correctly or not used at all it can have knock on effects on all areas of employee engagement.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

# Assignment 1

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## GRADEMARK REPORT

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FINAL GRADE

GENERAL COMMENTS

### Instructor

 A voice comment was left for this paper.

84/100

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PAGE 1

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PAGE 2

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PAGE 3

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PAGE 4

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PAGE 5

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QM

**Sp.**

Spelling error

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PAGE 6

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#### Comment 1

Good point and a solid foundation from which to take your argument forward.

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#### Comment 2

I appreciate the critical engagement with literature here. This said, you could improve your performance by progressing your analysis to speak of what this means in the context of R.Pi. In other words, you recommend consideration for Maslow, but it doesn't necessarily function in a linear manner, but what does that mean for HR in R.Pi? Such consideration improves your grade in the areas of analysis and practical application.

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#### Comment 3

I like what you have done here, which enhances your grade, in terms of analysis and practical application.



#### Comment 4

This is actually your adapted version of Mullins - as in, Mullins didn't actually write this... unless you want to give others credit for your work :)



#### Awk.

Awkward:

The expression or construction is cumbersome or difficult to read. Consider rewriting.

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#### Citation Needed

Cite Source:

Please use the link below to find links to information regarding specific citation styles:  
[http://www.plagiarism.org/plag\\_article\\_citation\\_styles.html](http://www.plagiarism.org/plag_article_citation_styles.html)



#### Comment 5

This is good work - being picky, mainly because your work is at such a high level, could you have summed up this section with a synthesis/comparison of your Maslow/Herzberg analysis - thereby developing signposts for HR action?



#### Vague

Unclear:

When making a point in one of your body paragraphs, one of the most common mistakes is to not offer enough details. A paragraph without much detail will seem vague and sketchy. A paper is always strengthened when your claims are as specific as possible. The more detailed evidence you offer, the more reference points your reader will have. Remember that you are communicating your argument to a reader who has only your description to go by. Someone who reads your essay will not automatically know what you mean to express, so you have to supply details, to show the reader what you mean, not just tell him or her.



#### Comment 6

This is an excellent insight and a well considered argument. This is an example of how your mark improves in areas such as knowledge and understanding of core literature, which has been extended to consider practice.

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#### Comment 7

A point well made!



#### Comment 8

You don't need to add "please read," as your argument is strong enough to take me to the appendix - The appendix also contains strong evidence of analysis and practical application.



#### Comment 9

This is a broad statement that needs to be unpicked - how do you define these capitals and how are they being developed through engagement/involvement? Again, this is perhaps picky, especially given the word count limitation, but your work is of a high standard and this is a point for consideration in the future.



### Comment 10

Could you have explicitly linked to continuous improvement here - in doing so you link to the next paragraph?



### Vague

Unclear:

When making a point in one of your body paragraphs, one of the most common mistakes is to not offer enough details. A paragraph without much detail will seem vague and sketchy. A paper is always strengthened when your claims are as specific as possible. The more detailed evidence you offer, the more reference points your reader will have. Remember that you are communicating your argument to a reader who has only your description to go by. Someone who reads your essay will not automatically know what you mean to express, so you have to supply details, to show the reader what you mean, not just tell him or her.

**Additional Comment** What do you mean by "continuous improvement" in the context of R.Pi - why is it important?



### Comment 11

This should be cited as a concept and also explained - you might be coming back to this, but, in order to better demonstrate knowledge and understanding, explain what you mean when you introduce a concept.

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### Comment 12

Could you evidence this via commentary on the evolution of the SHRM concept over time - this would have strengthened the argument here.



### Comment 13

For example and why?

PAGE 12

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### Comment 14

Well done! Excellent engagement with literature and I appreciate your analysis of the Harvard Model in the context of the case organisation.

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### Comment 15

This section seems vague and could have been better presented, in terms of linking engagement/involvement across the HR lifecycle (transformation cycle). Again, part of this feedback is brought about by the high standards of analysis you have applied to other aspects of this report - in other words, this section just isn't as strong in comparison.

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### Comment 16

I can see where you are going. However, here I would recommend that you draw on the literature presented to this point and link your recommendations your discussion/analysis. This would strengthen the credibility of your recommendations, where you ground them in evidence. This also improve the coherence of your argument, producing a more cogent

conclusion to your work.

Also, as a note for consideration in future HR work, you could apply a marginal gains approach across the HR lifecycle - small tweaks in all areas to produce transformation. Again, this is for future consideration and not a criticism of the work being marked.



### Comment 17

Building on my previous note, this is mistake. The mistake is not the use of the EVR framework, but in the fact that you have introduced it own your recommendation where it has not been a part of your discussion/analysis. I can appreciate why you would want to bring it into this report - in terms of demonstrating your use of core concepts form the module - but here it actually has a negative impact on your findings. In other words, don't introduce new concepts when you are wrapping up your argument.

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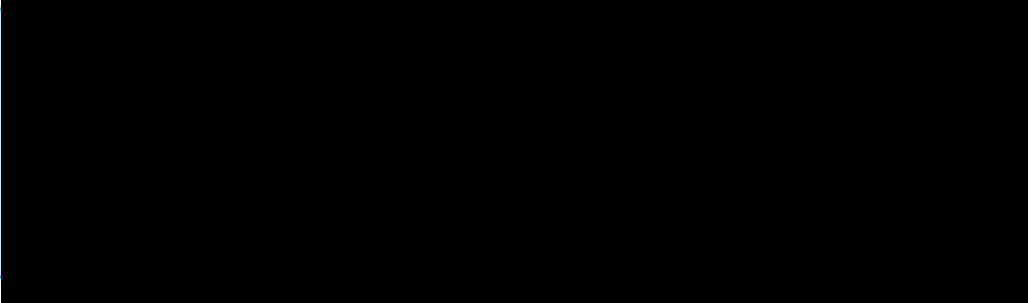
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GRADING FORM: MBA HRM



84

1

*Research-informed Literature (25%) Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.*



This is an excellent performance! You have demonstrated a high level of engagement (breadth and depth) with both core and extended literature related to the module. This is evident in my comments from p. 9: This is an excellent

22

insight and a well considered argument. This is an example of how your mark improves in areas such as knowledge and understanding of core literature, which has been extended to consider practice.

2

*Knowledge and Understanding of Subject (25%) Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.*



Building upon my last comments, you demonstrate a high level of knowledge and understanding of core concepts from the module. This understanding is not limited to concepts in isolation, where you develop deep arguments by linking concepts together, as well as considering concepts in context. There are times where your performance could have been improved (e.g. my comments relating to high performance/high commitment or the HR lifecycle). However, overall, this is an excellent piece of work.

20

3

*Analysis (20%) Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence*



Your analysis was a particular strength of this assignment - see your adapted version of Mullins (2010) and appendix 1 as an example - the latter being particularly good. There were moments of weakness (noted below), but this is a first assignment and my comments are more for

17

consideration in progressing/stretching your performance in the future - this as you have produced two outstanding assignments for this module. See my comments from p. 7: I appreciate the critical engagement with literature here. This said, you could improve your performance by progressing your analysis to speak of what this means in the context of R.Pi. In other words, you recommend consideration for Maslow, but it doesn't necessarily function in a linear manner, but what does that mean for HR in R.Pi? Such consideration improves your grade in the areas of analysis and practical application.

4

*Practical Application and Deployment (20%) Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.*



The report begins and ends with deep consideration for the context of the case organisation. The discussions continuously brought back to consider reflections in prate, which, for someone who has not worked in HR, should be applauded. There are weak points, for example the introduction of the HR lifecycle, but these weaknesses tend to jump out due to the quality of the rest of your work. See my comments from p. 13: This section seems vague and could have been better presented, in terms of linking engagement/involvement across the HR lifecycle (transformation cycle). Again, part of this feedback is brought about by the high standards of analysis you have applied to other aspects of this report - in other words, this section just isn't as strong in comparison.

17

*Skills for Professional Practice (10%) Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.*



The report is extremely well presented and is highly appropriate in tone. There is one glaring problem that I have noted in the findings/conclusion, which has impacted your grade here, as it links to coherence and the development of a cogent argument - taken from my notes on p. 14: Building on my previous note, this is mistake. The mistake is not the use of the EVR framework, but in the fact that you have introduced it own your recommendation where it has not been a part of your discussion/analysis. I can appreciate why you would want to bring it into this report - in terms of demonstrating your use of core concepts from the module - but here it actually has a negative impact on your findings. In other words, don't introduce new concepts when you are wrapping up your argument.

**8**