



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Wales Academy for Professional Practice and Applied Research

Module Title: HR for Non-HR Professionals

Module Code: BMPF 4020

Level 4

20 credits

Institute of Management and Health 2019-2020

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WELCOME

We are delighted to welcome you to studying this module with the Wales Academy of Professional Practice and Applied Research (WAPPAR).

The modules and programmes we offer are at the forefront of practice in professional learning and provide a rich framework of development for you as an advanced practitioner in your field. Our Academy staff are uniquely placed to support you as their expertise in academic practice is complemented by their extensive professional experience in the private, public and third sectors. Together you will be able to explore and extend practice in your field whilst attaining a credential of real value to yourself and your organisation.

This handbook provides you with information such as:

- module descriptor
- marking criteria
- assessment and guidance
- feedback sheet
- study skills
- presentation of work
- deadlines

The Wales Academy of Professional Practice and Applied Research (WAPPAR) has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advanced warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

The focus of our Professional Practice qualifications is to provide student-centred learning opportunities that are accessible, flexible, inclusive, lifelong and of the highest quality. University of Wales Trinity Saint David acknowledges the importance of student-focused courses, and has designed the Professional Practice portfolio of qualifications to maximise learning opportunities for all.

FEEDBACK

Feedback on your programme of study and modules is welcome and important and will help us to improve and enhance your learning experience. You can give feedback in a number of ways: through the student representative for your programme of study, through module evaluation questionnaires, through informal meetings with your personal tutor, teaching staff, or Head of School, through focus groups set up by Schools to gain feedback from students on particular issues, or through the Students' Union. If there are issues, then it is important that you share these with us so that we can address them. Your opinion is valued.

MODULE TUTORS AND COORDINATORS

This handbook covers the **HR for Non-HR Professionals Module**. The name and contact details of the tutors are also listed below.

Module	Module Coordinator /Tutor	Tel. No.	E-mail
HR for Non-HR Professionals	Mair O'Connor	01267225174	m.oconnor@uwtsd.ac.uk

Programme director: Lowri Harris, 01267 676775, l.m.harris@uwtsd.ac.uk

FURTHER PROGRAMME INFORMATION

Please read the Professional Practice Framework (PPF) Programme of Study of Handbook which can be found on Moodle.

Information on the following can be found in the above handbook:

- programmes of study and programme directors
- pastoral support
- external examiners
- the academic year
- modular terminology
- assessment
- extenuating circumstances
- additional needs in terms of assessment
- academic appeals
- assessment regulations
- responsibilities of students in relation to the assessment process
- virtual learning environment (VLE)
- programmes of study
- award in professional practice
- WAPPAR attendance policy
- unfair practice and plagiarism
- library and learning resources
- student services
- study skills
- complaints
-

If you have any concerns with your studies, in the first instance please contact your Course Tutor, or the Programme Director.

MODE OF DELIVERY

Taught sessions, blended learning via Moodle our virtual learning environment, one-to-one tutorials

STUDY SKILLS

All students have access to study skills support to assist them in their studies. Details of provision are available from the Student Services offices on each campus and at <http://www.uwtsd.ac.uk/study-skills/>.

Topics covered include:

- Developing effective study strategies
- Planning and writing assignments
- Preparing presentations
- Planning for seminars
- Preparing for exams

Drop-in study skills sessions and 1:1 appointments are available on the Carmarthen, Lampeter and Swansea campuses during term time – no appointment necessary.

Distance learning students are also able to access the Study Skills Distance service using e-mail, telephone or Skype. Please see the Student Services study skills webpages for further details: <http://www.uwtsd.ac.uk/study-skills/>.

LEARNER ZONE

Also, we have also included an area on Moodle for all of our learners called the '**Learner Zone**', this can be found in the same section as 'My Courses'. You will find items such as:

- What to expect as a learner
- Returning to learning
- References, resources and the UWTSd Library
- Plagiarism and referencing
- Study Skills and support
- Well-being and much more

PRESENTATION OF WORK

Structure

Your assignment must be well structured. Please see 'Assessment' section for further guidance.

Word count policy

Learners must adhere to the word count specified for the assignment within a margin of -/+10% of the total word count.

Font

Please use the Arial font. Text must be no smaller than font 11.

Spacing

A minimum of 1.5 spacing must be used.

Page numbering

All pages of written work must be numbered

ASSESSMENT DEADLINE DATES

The University of Wales Trinity Saint David has strict deadline dates that must be adhered to. **Please check with your tutor what your deadline is.**

The University's procedures for determining compensatory measures for students with a long-term impairment and the University's procedures for handling claims where extenuating circumstances have adversely affected a student's performance is available on the University's website at: <http://www.uwtsd.ac.uk/academic-office/>

Please check with your tutor as to whether you should be submitting via Turnitin or via wbl@uwtsd.ac.uk. If it is via the email address, please ensure that you also submit a submission form.

MODULE CODE: BMPF4020
TITLE: HR for Non-HR Professionals
DATED: 26/04/2018

LEVEL: 4
CREDITS: 20

JACS CODE: N600

AIM(S)

- To enable learners to gain an understanding of the function of HR and the various elements that make up its successful operation, and to relate them to their own organisation's needs.

LEARNING OUTCOMES

Upon the successful completion of this module, the learner should be able to demonstrate the ability to:

- explain the role and responsibilities of non-HR professionals in relation to HR management and activities;
- review their organisation's current HR policies and procedures against key employment legislation and best practice, and make appropriate recommendations for improvement/s to either recruitment, performance management or discipline and grievance practices.

INDICATIVE CONTENT

- An examination of the function of HR and the requirement for line managers to be involved in various aspects of HR activities.
- An exploration of key areas of employment legislation, Codes of Practice, policies, procedures and written documentation.
- An examination of recruitment policies and practice and recommended approaches.
- A review of different approaches and theories of performance management.
- A consideration of discipline and grievance procedures and practices, including case studies.
- An exploration of tools and techniques for having effective conversations in the workplace.

LEARNING AND TEACHING STRATEGY

Teaching sessions will introduce the learners to the relevant concepts, principles and practices. Tutorials will introduce practical examples which will be used to support application, discussion, and evaluation.

The allocation of teaching to deliver the module is:

Activity type	Hours	Percentage
Scheduled learning	20	10%
Independent learning	40	20%
Placement learning – Work-based	140	70%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	1000 words	25%

Assessment Component 2

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Written assignment	3000 words	75%

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	100%
Practical	
TOTAL	100%

READING LIST

Module Code	BMPF4020	
Module Title	HR for Non-HR Professionals	
Classification	Reading List entry	Electronic*
Essential	Armstrong, M. (2017) <i>Armstrong's Handbook of Human Resource Management Practice: A Guide to People Management</i> . (14 th ed.) London: Kogan Page.	☒
Further	Armstrong, M. (2009) <i>Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance</i> . (4 th ed.) London: Kogan Page.	☒
Further	Bratton, J. and Gold, J. (2012) <i>Human Resource Management: Theory and Practice</i> . (5 th ed) Basingstoke: Palgrave Macmillan	☒
Further	Marchington, M. and Wilkinson, A. (2016) <i>Human Resource Management at Work</i> . (6 th ed.) London: CIPD	☒
Further	Mitchell, D. (2007) <i>Performance Management</i> . Delhi: Chandi Chawk	☒

Further	Torrington, H., Hall, L. and Taylor, S. (2014) <i>Human Resource Management</i> , (9 th ed.) Harlow: Pearson Education	☒
Further	Journals <i>British Journal of Management</i> <i>Harvard Business Review</i> <i>Human Relations</i> <i>Management Today</i> <i>People Management</i>	☒
Further	Websites www.acas.org.uk www.cipd.co.uk www.peoplemanagement.co.uk	☒

ASSESSMENT GUIDANCE- HR for Non-HR Professionals

This module has two assessment components:

Assessment Component 1 – Written assignment (1000 words)

Explain the function of HR your organization, and your role and responsibilities for HR management and activities.

Assessment Component 2 – Written report (3000 words)

Review your organisation's current HR policies and procedures against key employment legislation and best practice. Make appropriate recommendations for improvement/s either to recruitment, performance management or discipline and grievance practices.

General guidance for both assessment components

Introduction

It is useful to include a brief introduction to give context to your work. This could be covered by a short paragraph to introduce yourself, your organisation and your job role.

Academic criteria

Remember – you must also address academic criteria as well as specific module criteria. The academic criteria should be demonstrated throughout your work. It includes the structure and presentation of your work, your knowledge, understanding and analytical skills, writing skills including grammar spelling and referencing.

ASSESSMENT

Your work will be assessed using the marking criteria given on pages11-13.

Assessment Component 1

Explain the function of HR your organization, and your role and responsibilities for HR Management and activities.

You could structure this assignment as follows:

HR function

After the introduction, you could give some background information about how the HR function has evolved in your organisation.

- Is there a dedicated HR department?
- How is it structured? How does this compare to how HR as a profession has developed historically?
- What is its function and key responsibilities? (refer to the exercises done in the taught sessions) You should include some references to theories here and discuss how theory applies or does not apply in practice in your organisation.

Line managers' responsibilities for HR activities

What role do line managers play in HR? What responsibilities have been devolved to them? (again, refer to the exercises done in the taught sessions)

Referencing

You should include appropriate references to theory throughout your essay. Ensure that referencing is relevant and correct, and insert a reference list at the end which includes the detail of all references you have used. All references **MUST** conform to Harvard referencing conventions. Guidance is available on Moodle.

Assessment Component 2 -

Review your organisation's current HR policies and procedures against key employment legislation and best practice. Make appropriate recommendations for improvement/s either to recruitment, performance management or discipline and grievance practices.

You are firstly required to generally review your organization's existing policies and practices against employment legislation. Consider the following:

- Does the organisation have relevant policies?
- Are all policies up to date and in compliance with current legislation?
- Do your organisation's practices and procedures comply with current legislation and codes of practice?

You need to identify some of the key legislation that affects policies related to people recruitment, people management and grievance and discipline. It would be useful to explain why it is important that your organisation's policies and practices adhere to legislation and best practice. Consider the benefits of doing so and the consequences of not doing so.

Next, consider whether your organisation's policies and practices are fit for purpose, efficient and effective

If policies and practices are sound, can you make recommendations for enhancing any aspect of recruitment, day to day performance management or discipline and grievance? If they are not sound, identify what needs to be improved and make recommendations accordingly.

You might consider:

- Introduction of specific policies
- Updates to include recent changes in legislation
- Any aspects of recruitment that might be improved eg sourcing candidates, sifting, training for all interviewers
- Induction processes – introducing or improving
- Record keeping
- Communication
- Appraisal – introducing formal appraisals, improving paperwork, training for all
- Management training on HR policies and processes regarding discipline and grievance

Referencing

You should include appropriate references to theory throughout your essay. Ensure that referencing is relevant and correct, and insert a reference list at the end which includes the detail of all references you have used. All references **MUST** conform to Harvard referencing conventions. Guidance is available on Moodle.

MARKING CRITERIA

BMPF4020 – HR for Non-HR Professionals Marking Criteria	
Marks	Marking Criteria
70+	An excellent submission which unmistakeably demonstrates a thorough understanding of the function of HR and the role and responsibilities of non-HR professionals, including the learner's, in relation to HR activities in their workplace. The development of the HR function and the allocation of roles and responsibilities is clearly analysed in the context of the organisation's development and operational needs. Current policies and procedures in the workplace are analysed to an excellent standard in terms of the prevailing legislation and best practice process. A new approach is recommended and is clearly highly appropriate to the needs of the organisation or area of work for which it is intended. Excellent and articulately expressed and showing a high level of understanding. Relevant theories are analysed and related appropriately to the study. Excellent intellectual skills. Excellent range of sources used and correctly referenced using standard processes. Very well presented and appropriately styled and structured. Very good range of vocabulary utilised and applied at the correct level.
60 – 69	A very good submission which evidences a sound understanding of the HR function and the role and responsibilities of non-HR professionals, including the learner's, in relation to HR activities in their workplace. The development of the HR function and the allocation of roles and responsibilities is discussed in the context of the organisation's development and operational needs. Current policies and procedures in the workplace are analysed to a very good standard in terms of the prevailing legislation and best practice process. A new approach is recommended, and this is evidently appropriate to the needs of the organisation or area of work for which it is intended. Very good information base; explores and analyses with some originality. Very good level of intellectual skills. Good management of learning resources with some self-direction. Well-structured and clearly expressed. Language is very good and subject and level appropriate.

50 – 59	A good submission which shows a good understanding of the HR function and the role and responsibilities of non-HR professionals, including the learner's, in relation to HR activities in their workplace. The development of the HR function and the allocation of roles and responsibilities is considered with some reference to the organisation's development and operational needs. Current practice in the learner's workplace is reviewed with some reference to legislation and best practice. A new approach is recommended and is linked to the needs of the organisation or area of work for which it is intended, and is appropriate. Good information base that begins to explore and analyse but is still mainly descriptive. Acceptable understanding demonstrated. Good use of learning resources. Language is generally appropriate for the subject and level.
40 – 49	The submission is largely descriptive, but showing some awareness of the HR function, and the role and responsibilities of non-HR professionals, including the learner's, in relation to HR activities in their workplace. There is some discussion of the development of the HR function and the allocation of roles and responsibilities but this is not clearly linked to the organisation's overall development and/or operational needs. Review of current practice in the learner's workplace is generally weak, with minor references to legislation and best practice. The new approach recommended has some reference to the needs of the organisation or to the area of work for which it is intended, but may not be wholly appropriate. Basic information base with weak evidence of understanding of major issues. Largely descriptive. Some difficulties with analysis. Basic use of learning resources with no self-direction. Some difficulty with structure and accuracy in expression. Needs to develop better structure and appropriate vocabulary.

0 - 39 (Fail)	Reflection/discussion is generally at a very low level, being essentially descriptive rather than evaluative or yields neither substantive conclusions nor recommendations. Very insubstantial with serious deficiencies, for example, some components have been omitted or treated cursorily. Insufficient evidence of knowledge and understanding and/or engagement with the subject related to the specific learning outcomes of the module. No understanding of different approaches related to a wider context or within a work-based setting. No focus on relevant aspects and little or no coherence. Limited information base; limited understanding of discipline. Wholly descriptive with little evidence of intellectual skills. Inadequate use of learning resources and referencing. Major problems with structure and accuracy of expression, and the vocabulary used is not at an appropriate level. Very weak practical and professional skills. No work submitted
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Wales Academy of Professional Practice and Research

Assessment sheet

Module: BMPF4020															
Module title: HR for Non-HR Professionals												30 credits			
Name of student															
Student no.															
Module Tutor:	Component Marks												Provisional overall mark (to be confirmed by Examining Board)		
	Ass't 1 25%						Ass't 2 75%								
First Marker marks															
Second Marker marks (where appropriate)															
Agreed component marks															

Learning Outcomes	Marks															
	81 +	76 - 80	70 - 75	67 - 69	64 - 66	60 - 63	57 - 59	54 - 56	50 - 53	47 - 49	44 - 46	40 - 43	30-39	20-29	1- 19	0
Explain the role and responsibilities of non-HR professionals in relation to HR management and activities																
Review their organisation's current HR policies and procedures against key employment legislation and best practice, and make appropriate recommendations for improvement/s to either recruitment, performance management or discipline and grievance practices																

First Marker's (1) comments

Name:
Dated:

Signature:

Second Marker's (2) comments:

Name:
Dated:

Signature:

Moderation:

After professional discussion at which the overall work was considered, final marks agreed between first and second marker at a moderation meeting on xxxxxxxx (date)

Signatures: