

Examiner's Report

Unit Title: Strategic Human Resources

Unit Code: 6USHR

RQF Level: 6

Session: March 2021

Comments on unit cohort performance

	Comments
Task/Question 1	<p>Critically evaluate the contribution of SHRM to the success of your chosen organisation. You are required to use theory to support your answer.</p> <p>Better answers considered the strategic nature of HR within the chosen organisation whilst weaker answers were more descriptive. Additionally, better answers applied theory to support the discussion and looked at how the strategic contribution of SHRM might be measured for example through the balanced scorecard and benchmarking. Context of the organisation, where used, supported the answer.</p>
Task/Question 2	<p>Critically discuss the key external factors impacting on the role of HR within your chosen organisation.</p> <p>In terms of performance of this question, the overall average mark for this question was a 10.</p> <p>Better answers included a discussion on the key external factors and applied this to the impact on the nature of work using examples such as diversity, flexible working, changes in the economy and globalisation. Weaker answers tended to be broad in nature, identifying factors in the macro environment in which the organisation operated but not applying this to the impact on HR and how they might adjust in order to accommodate such changes.</p>
Task/Question 3	<p>Critically evaluate the type of organisational structure which will enable the achievement of the organisation's strategic HR objectives.</p> <p>The highest mark on the unit was achieved for this question with 80% of students achieving a pass mark or above.</p> <p>Higher marks were awarded where critical evaluation of the structure discussed was demonstrated, rather than within the weaker answers which were more descriptive. What was missing in the weaker answers was the ability to link the structure to strategic HR objectives. Better answers evaluated the theoretical models such as Ulrich to enable the discussion to be HR focussed through consideration of the benefits and limitations of shared services, centres of excellence and business partners.</p>
Task/Question 4	<p>Critically appraise the role of HR in helping your chosen organisation to become a learning organisation. Use theory and examples to support your answer.</p> <p>Better answers were able to demonstrate a comprehensive knowledge and understanding of a learning organisation in addition to providing evidence of a balanced appraisal of the relevance of how the HR function can promote and facilitate the development of a learning organisation in the chosen organisation. Where appropriate examples of organisational learning in the chosen organisation was demonstrated.</p> <p>Weaker answers were descriptive in nature and whilst demonstrated knowledge of learning organisations, they tended to focus more upon individual learning rather than considering the role of HR in creating a learning organisation.</p>

Task/Question 5	<p>Critically examine the ways in which the HR function might support your chosen organisation in responding to the impact of globalisation.</p> <p>Globalisation as a topic was generally well understood by students in answering this question. However, what was lacking was an application to the context and specifically relating globalisation to Human Resources.</p> <p>The answers did not go far enough in considering the role of HR in meeting the challenges faced through globalisation in terms of staffing issues related to resourcing, training and development, performance management etc. The average mark achieved for this question was the lowest across the paper.</p>
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Task/Question 1

1. Comments on learners' performance

It was clear that the majority of students are aware of the strategic nature of HRM. What was lacking within the weaker answers was the link to organisational success.

2. Recommendations for learners

Consider how organisational success can be measured in terms of the HR function. When asked to critically evaluate, it is important to give a balanced argument therefore outline the positives and the limitations from the perspective of your chosen organisation.

3. Quick Tips

Use a range of resources and clearly cite in-text the resource from which you have drawn your discussion.

Task/Question 2

1. Comments on learners' performance

Answers to this question included lots of examples of external conditions which may impact upon the organisation and there were some links across to the organisation. What was lacking was the further application to the human resource of the organisation.

2. Recommendations for learners

Impact can mean both the positive and negative effect of the external environment. There may be factors which make the role of HR easier in addition to challenging situations which need a different response from HR.

3. Quick Tips

Broaden the reading around the subject to ensure that you are familiar with the changes which are taking place and how these might have an impact upon your organisation.

Task/Question 3

1. Comments on learners' performance

There was some good discussion within the answers about the structure that the organisation currently uses and how it might be improved by using a different structure.

2. Recommendations for learners

Don't be afraid to critique the current organisation structure and show where there may be particular weaknesses or limitations. Any suggestions you make should be supported by theory and justified.

3. Quick Tips

Lengthy descriptions are not necessary, at level 6 it is important to provide an evaluation.

Task/Question 4

1. Comments on learners' performance

Those students who clearly articulated the nature of a learning organisation by using the academic theory were awarded higher marks. Better answers also demonstrated the key role of HR and how the culture of change and learning can be nurtured.

2. Recommendations for learners

Consider the key features of a learning organisation and the extent to which your organisation emulates this. Does your organisation create an ideal learning environment in order to achieve the overall organisational goals?

3. Quick Tips

Seminal work should be used for example the work of D Schon and P Senge.

Task/Question 5

1. Comments on learners' performance

Globalisation as a theme was clearly understood by many students. The stronger answers ensured that this was linked to HR.

2. Recommendations for learners

Apply the literature and consider the contemporary features of the environment. The current situation impacting across the globe is an excellent way of discussing how HR has managed the impact and what it might do going forward.

3. Quick Tips

A useful resource with up-to-date academic research can be found online at <https://theconversation.com/uk> with lots of examples from a HR and broader business perspective.