

Higher National Unit Specification

General information for centres

Unit title: Human Resource Management: The Business Context

Unit code: DN71 34

Unit purpose: This unit is designed to enable candidates to develop knowledge of Human Resource Management in the business context. Candidates will normally be studying Human Resource Management. However, this unit may also be relevant to Business Studies candidates or for candidates working in a business environment.

On completion of the Unit the candidate will be able to:

- 1 Explain forms of business entity.
- 2 Describe the role of Human Resource Management within different organisational structures.
- 3 Describe factors impacting on organisations and the effect on the Human Resource Management function.

Credit points and level: 1 HN Credit at SCQF level 7 (8 SCQF credit points at SCQF level 7*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: Access to this unit is at the discretion of the centre. However, candidates would normally be expected to have competence in communication skills at Intermediate 2 (SCQF Level 5) or similar qualifications or experience.

Core skills: There may be opportunities to gather evidence towards core skills in this Unit, although there is no automatic certification of core skills or core skills components.

Context for delivery: If this Unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes. It is an optional Unit in the HNC and HND Human Resource Management.

Assessment: This unit is assessed by two instruments of assessment. Outcomes 1 and 2 are assessed jointly by a report based on a case study. Outcome 3 is assessed by an extended response.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

(If you think holistic assessment is the best assessment strategy for the Unit and you wish to state *Knowledge and/or Skills* and *Evidence requirements* for the Unit as a whole, please add the following statement here: 'Please refer to *Knowledge and/or skills for the Unit* and *Evidence requirements for the Unit* after the Outcomes.')

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain forms of business entity.

Knowledge and/or skills

- ◆ Different forms of business entity and their objectives
- ◆ The stakeholders of these entities and their interests.

Evidence requirements

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ identify forms of business entity and their objectives
- ◆ identify the stakeholders of these entities and their interests

Assessment guidelines

This Outcome is assessed jointly with Outcome 2 by a written report based on a case study or case studies.

This assessment should be carried out under open book conditions.

Higher National Unit specification: statement of standards (cont)

Unit title: Human Resource Management: The Business Context

Outcome 2

Describe the role of Human Resource Management within organisational structures.

Knowledge and/or skills

- ◆ Different organisational structures
- ◆ The role of Human Resource Management within these structures.
- ◆ Methods of delivering the Human Resource Management function.

Evidence requirements

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ compare and contrast organisational structures
- ◆ describe the role of Human Resource Management within these structures
- ◆ describe the different methods of delivering the Human Resource Management function

A minimum of two structures should be described.

Assessment guidelines

This Outcome is assessed in conjunction with Outcome 1 by a written report based on a case study or case studies.

Outcome 3

Describe factors impacting on organisations and the effect on the Human Resource Management function.

Knowledge and/or skills

- ◆ Impact of internal factors on organisations and subsequent effect on the Human Resource Management function
- ◆ Impact of external factors on organisations and subsequent effect on the Human Resource Management function.

Evidence requirements

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ describe the impact of internal factors on organisations and subsequent effect on the Human Resource Management function
- ◆ describe the impact of external factors on organisations and subsequent effect on the Human Resource Management function.

At least 3 internal and 4 external factors should be described.

Higher National Unit specification: statement of standards (cont)

Unit title: Human Resource Management: The Business Context

Assessment guidelines

This Outcome is assessed by an extended response to a case study.

This assessment should be carried out under Open Book conditions.

Administrative Information

Unit code:	DN71 34
Unit title:	Human Resource Management: The Business Context
Superclass category:	AA
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Higher National Unit specification: support notes

Unit title: Human Resource Management: The Business Context

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This unit is designed to give candidates underpinning knowledge of Human Resource Management in the business context. In Outcome 1, it considers organisations in the public, private and voluntary/non-profit making sectors, the objectives of these organisations, their stakeholders and the interests of these stakeholders. In Outcome 2 different organisational structures are studied - line, line and staff, functional and matrix and how the Human Resource Management function is delivered in these structures. In Outcome 3 internal and external factors affecting the organisations and the effect of these factors on the Human Resource Management function are considered.

Outcome 1 – the private sector, public sector and voluntary sector including non-profit making organisations. Various forms of business entity: eg sole trader, partnership, limited partnership, private limited company, plc, co-operative and trust will be studied. From this study candidates should be able to identify the different types of business entity, their objectives, their stakeholders, eg shareholders, employees, and customers, and the stakeholders' interests.

Outcome 2 – different organisational structures will be studied, eg line, line and staff, functional and matrix and from this study candidates should be able to describe how the Human Resource Management function is delivered within these structures. Different methods of delivering the Human Resource Management function should include: Centralisation and decentralisation, use of consultancy and outsourcing for the Human Resource Management function.

Outcome 3 – the impact of internal and external factors on the organisation and subsequent effect on the Human Resource Management function will be studied. Internal factors could include changes in type of business entity, organisational structure or management. External factors could include for example Political, Economic, Social, Technological, Legal and Environmental.

Guidance on the delivery and assessment of this Unit

Outcomes 1 and 2 should be assessed using one case study or linked case studies. Outcome 3 should also be assessed by using one or more case studies.

This unit is normally delivered as an optional unit of the HNC Human Resource Management. However, it is a free-standing unit and may be delivered as such in other contexts, and may be used for purposes of CPD.

Higher National Unit specification: support notes (cont)

Unit title: Human Resource Management: The Business Context

Open Learning

This unit could be delivered as open learning provided suitable open or online learning material was developed. However, it would require planning by the centre to ensure the sufficiency and authenticity of candidate evidence. Arrangements would have to be made to ensure that the evidence for all Outcomes is generated by assessment undertaken in the mode(s) detailed in the Assessment guidelines for each Outcome.

For further information and advice, please see *Assessment and Quality Assurance for Open and Distance Learning* (SQA, February 2001 – publication code A1030).

Candidates with additional support needs

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on the SQA website www.sqa.org.uk.

General information for candidates

Unit title: Human Resource Management: The Business Context

This unit is designed to give you underpinning knowledge of Human Resource Management in the business context.

In Outcome 1 you will learn about the public, private and voluntary/non-profit making sector including the various forms of business entity, eg sole trader, partnership, limited partnership, private limited company, plc, co-operative, and trust. From this study you should be able to identify the types of business entity and their objectives, the stakeholders in these entities and their interests.

In Outcome 2 you will learn about the different organisational structures, eg line, line and staff, functional and matrix and from this study you should be able to describe how the function of Human Resource Management may be delivered within these structures. You will consider centralisation/de-centralisation of the function as well as use of outsourcing and consultancy for delivery of the Human Resource Management function.

In Outcome 3 you will learn about the impact of internal and external factors on the organisation and subsequent effect on the Human Resource Management function. Internal factors could include changes in type of business entity, organisational structure or management. External factors could include for example Political, Economic, Social, Technological, Legal and Environmental.

On completion of the Unit you will be able to:

- 1 Identify forms of business entity and their objectives, their stakeholders and their interests.
- 2 Identify organisational structures and how the function of Human Resource Management may be delivered within these structures.
- 3 Identify and explain the impact of internal and external factors on the organisation and the impact on the Human Resource Management function.