

# RECTC 4-4 – Principles of Business Management for Recruitment.

## Project Guidelines

### Introduction

This document provides guidance for Level 4 Diploma in Recruitment Management learners on submitting a Business Plan for RECTC 4-4 – Principles of business management in recruitment.

Three appendices are included:

- A. **Proposal Form** - to be completed and submitted to Study Coach
- B. **Business Plan Cover Sheet** – to be completed and submitted to the REC with your project
- C. **Assessment sheet** – to be completed by the Assessor/Examiner post-submission.

### Timetable

- |  |   |
|--|---|
| • Submission deadline for the Proposal                 | - <b>As soon as possible after enrolling</b>      |
| • Feedback/approval from Study Coach/Tutor             | - <b>Within two weeks of receipt</b>              |
| • Deadline for REC to <u>receive</u> the final Project | - <b>5pm on Day of the L4 Diploma examination</b> |
| • Results will be issued                               | - <b>Six weeks after submission deadline</b>      |

### Initial Steps

We strongly recommend you talk to your employer about producing a Business Plan. Owner/managers undertaking this Unit should discuss, where possible, their ideas with other senior staff. The Business Plan may be for the entire organisation, a section of it or at a branch/office level. If you require further guidance on the scope of the Business Plan, you should contact your Study Coach/Tutor as soon as possible after enrolling.

### Step 1

Discuss your outline ideas for the Business Plan with your Study Coach/Tutor; they will advise you about the suitability.

## Step 2

When your proposal has been verbally agreed, you will need to complete the Proposal Form, submit it to your Study Coach/Tutor for sign off and then send a copy to the REC Awarding Organisation Department in London (REC, Dorset House, First Floor, 27-45 Stamford Street, London SE1 9NT).

## Step 3

Once your proposal has been agreed you should begin work on your Business Plan project, remembering that you may only have a few weeks or months to complete the work before the final deadline.

## The Purpose of the Business Plan Project

The project is designed to encourage you to apply what you have learned during your studies into a work situation and the produce a sound Business Plan.

Your project should be well structured and in several sections, each of which will provide clear evidence of knowledge and learning. Marks are awarded for different parts of the project but whilst a good performance in one section may compensate for a poorer performance in another, the overall standard must be that of a professional business document.

The Business Plan project should therefore be well presented, following the presentation standards expected of a business document.

## Project Length

Whilst there is no maximum length for the Business Plan, you should aim for a word count of around 5,000 words. Projects with fewer than 5,000 words than this are unlikely to achieve the necessary marks to gain a pass. The word count does not include appendices or the bibliography.

## Content

The following outlines the structure of a typical business plan. You are encouraged to adopt this structure, however if you wish to alter this you must first speak to your Study Coach and get approval for any adaptation.

- Executive summary/introduction
- A description of the business
- Business analysis – the key findings
- Business objectives
- Action plans

- Key performance indicators and metrics

## Using the Typical Business Plan Structure

The headings in the Typical Business Plan Structure will assist you to gain maximum marks.

You will need to indicate whether you intend to use this Structure when you submit your Project Proposal Form. Should you decide not to use the model, indicate this on your Project Proposal Form and outline the structure you intend to use.

	Section Heading	Notes to assist you	Suggested word allocation
1	Project title	Brief, succinct title	
2	Table of contents	Section headings and appendices	
3	Executive Summary/Introduction	<ul style="list-style-type: none"> <li>• Provides a summary and overview of the contents of the business plan and the context</li> <li>• Includes the main objectives and activities in the Business Plan</li> <li>• High level description of the principal aims and objectives of the business</li> <li>• Includes vision, mission and values</li> <li>• This part should enable the reader to understand the salient points of the plan</li> <li>• Write last</li> </ul>	600- 800 words
4	Description of the business	<ul style="list-style-type: none"> <li>• Describes clearly what the business does and seeks to clarify exactly what services the business is offering and to whom</li> <li>• What makes the business different?</li> <li>• Why customers choose to work with the business</li> <li>• An outline of USPs and core competencies</li> <li>• Historical/background information and current performance</li> </ul>	1250-1500 words
5	Business analysis – key findings	<ul style="list-style-type: none"> <li>• This section should show what analysis, research and preparation work has been undertaken and how diagnostic tools have been used</li> <li>• The key findings should be brought out and should demonstrate the knowledge of the external environment and the market place and the key drivers that will impact on the business</li> <li>• How these findings have been analysed to create objectives and actions for future success</li> </ul>	Variable

		<ul style="list-style-type: none"> <li>Highlights of competitor research should also be included in this section</li> </ul>	
6	Business objectives	<ul style="list-style-type: none"> <li>Using the results of the market plus any internal drivers objectives should be developed in this section</li> <li>Objectives should take account of the strengths of the business and the market opportunities that exist</li> <li>Objectives also need to be included to address weaknesses and mitigate risk factors or threats</li> <li>Where the business plan is for a division or branch, the overall corporate goals needs to be incorporated into the business plan</li> <li>Objectives must be SMART</li> <li>Objectives should cover each aspect of the business such as – growth plans, product or service development, customers, candidates, process, people, technology and resources</li> </ul>	Variable
7	Action plans	<ul style="list-style-type: none"> <li>How the objectives will be achieved – who and when</li> <li>Provides a tool for monitoring progress towards objectives</li> <li>Possibly team and individual action plans</li> <li>Plans may be split into teams or by specialist areas including business development, marketing, candidates, people and technology as appropriate</li> </ul>	Variable
8	Key performance indicators/metrics	<ul style="list-style-type: none"> <li>Each area in the plan should have KPIs</li> <li>They can be financial and non-financial</li> <li>Can include measures for clients, candidates and staff satisfaction</li> </ul>	Variable
9	Reflective learning and learning outcomes	<ul style="list-style-type: none"> <li>Commentary on the part of the business you have chosen to focus on – why this area?</li> <li>Who has been involved? How successful has this involvement been?</li> <li>What have you learnt about the current external and internal environment affecting your business?</li> <li>What have you learnt about competitors and how has this been useful?</li> <li>Which diagnostic tools did you use – how useful were they? What difficulties did you come across?</li> </ul>	300 – 500 words

		<ul style="list-style-type: none"> <li>• How are you going to use and monitor the Business Plan?</li> <li>• How would you like to improve the Business Planning process for next year?</li> </ul>	
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**Note:** If you use the lower word count range suggested for all sections, your project is likely to be too short. Remember: this is a business presentation, so do make effective use of appendices and supporting documentation.

## Drafting the title for the Project

The choice of a succinct and clear title can never be overstated. As a guide, the title should give the reader a full feel for the subject and content that will be covered; it should not be drafted as a newspaper headline, but should reflect the aims and objectives of the project in unambiguous terms.

For example, let us assume that a project is looking at corporate brand management, the following title would be appropriate:

*The impact of a new corporate brand personality on the marketing strategy of the permanent recruitment division of XYZ Recruitment Limited*

Whereas, the title below is too loose and fails to give the reader any idea of what may be contained:

*Out with the old and in with new*

As well as assisting the reader, a good title will ensure that you keep on track within the defined parameters that you are looking to cover. Projects that have long winded, verbose and broad generalisations in the title often suffer from precisely these issues in terms of the content. Candidates are therefore recommended to constantly remind themselves of the title that they have chosen, to ensure the content remains relevant and consistent.

The wording you adopt for your title at the outset will have a huge impact on the quality of the work produced – so, do take great care with this stage.

## Study Coach/Tutor Support

You will be allocated a Study Coach to support you with your Business Plan Project.

Your Study Coach will offer advice regarding your plan, research methods and should give you written feedback on your draft Business Plan.

## Confidentiality of information

Your project will be seen by the IRP Qualifications Team, the REC Awarding Organisation Committee members and Assessors. Whilst the REC will do all it can to keep information confidential, it is **your** responsibility to ensure that you do not include any information which candidates or clients would consider confidential.

## Quoting from text books and other sources

You may wish to gather material and ideas from outside sources. This might include text books, articles in magazines or newspapers and websites.

Where you quote directly from texts to illustrate a point you must indicate who the author is, the book title, and the page number in the original text. Quotations and source material should be referenced as follows:

### Example – Citing a textbook

Refer to the author(s), the date of publication, the full title, where it was published, and the publisher:

Handy, Charles (1995). *The Age of Unreason*. London: Random House.

You can do this in the body of your Project, e.g. “Handy (1995)” – or you can use footnotes. List all your sources in a **bibliography** at the end. Good referencing shows the examiner that you have done some background reading and also helps you to find sources at a later date.

### The Internet

The Internet is a source of useful research information. Where possible, be selective in the sites you choose, making sure that they have a sound theoretical basis. Information used from the Internet should also be included in the bibliography by indicating author, year of publication, article, and Internet address, e.g.:

Starke, A. (1996) *Internet recruitment shows rapid growth*. Online article available at:  
<http://www.shrm.org/hrmagazine/articles/0896rec.htm> [Accessed 25 September 2002]

## Plagiarism

It is acceptable to *quote* from other sources, but you must acknowledge your sources. These may include text books, journal articles, Internet articles, company documents etc.

If you are working alongside someone else who is a current or past REC candidate, make sure that you do not submit any project material which has already been used, or will be used, by another candidate

entering an REC Level 4 Diploma in Recruitment Management project.

Plagiarism may result in your work not being accepted for marking.

## Statement of Authenticity

A Project Cover Sheet must be attached to your project when submitting and **must be signed by you and by your employer** to confirm that it is your work. The REC reserves the right not to accept for assessment any project which does not have an appropriately completed and signed Cover Sheet, or any project where plagiarism (see above) is suspected.

## Late submission

Permission for late submission of projects is given *in exceptional circumstances*, only. Any request must be in writing to the REC (not to your Study Coach/Tutor) explaining the reason for late submission. The REC reserves the right not to assess any work submitted late without written permission.

## Checklist on Format and Presentation

- ✓ Clearly written, spell-checked, grammatically correct and well-signposted
- ✓ Leave plenty of white space on each page – it's easier on the eye
- ✓ Keep standards up! Writer fatigue soon becomes apparent
- ✓ Write with clarity, use simple language and short sentences
- ✓ Proof read your project prior to submission
- ✓ Number all pages and appendices and ensure they are cross-referenced
- ✓ Only include appendices which are relevant and useful
- ✓ It is not necessary to produce your project in colour. However a high standard of business presentation is required
- ✓ When binding your project, do **not** enclose each page in plastic
- ✓ Write as if you are preparing to present the document to senior executives in your organisation!

## Assessment Criteria

Projects are assessed using seven **Assessment Headings**.

Each assessment heading attracts a total of 100 marks.

### Summary of Assessment Headings:

1. Executive Summary/Introduction
2. A description of the business
3. Business analysis – key findings
4. Business objectives
5. Action plans
6. Key performance indicators/metrics
7. Reflective learning summary/Learning outcomes
8. Format and presentation

## Frequently Asked Questions

### What happens if my Project is lost in the post?

Projects do get lost in the post, which is why it is your responsibility to keep a hard copy of your submitted final project. We strongly recommend all projects to be sent via Recorded/Tracked delivery post.

### What mark is required for a Pass?

The pass mark for each unit of the Level 4 Diploma in Recruitment Management is determined after all work has been assessed. Drawing on past examinations, it is likely that you will need to achieve **approximately** 60% to be awarded a pass in this module. Assessors do **not**, however, make a pass/fail decision; this is ultimately the responsibility of the Level 4 Diploma in Recruitment Management Awarding Committee.

### What happens if my submitted Project does not match the approved proposal?

This will almost certainly require your project to be referred for special scrutiny and you may be asked to resubmit. It is fundamental that your project relates to your original proposal.

### What if my Project is late?

Late entries will only be accepted in **exceptional** circumstances.





**IMPORTANT NOTE:** As part of the REC's quality assurance systems, a copy of a sample of candidates' submitted projects will be retained. Chosen projects will **only** be used to help the REC improve its quality assurance systems. By submitting your project, you agree to this copy being kept, and where your project contains confidential information relating to your employer, you must ensure that they agree to this too.

**Appendix B - Level 4 Diploma in Recruitment Management**  
**Project Cover Sheet (RECTC 4-4 - Business Management in Recruitment)**

Surname and first name .....
Company name .....
Address (for return of project) ..... ..... .....
Telephone number (daytime) .....
Email address .....
Project Study Coach/Tutor's name .....
Project title .... ..... .....
Please indicate word length excluding appendices and bibliography .....
Date of submission .....
<b>IMPORTANT NOTE:</b> As part of the REC's quality assurance systems a copy of candidates' submitted projects will be retained. Projects will <b>only</b> be used to help the REC improve its quality assurance systems. By submitting your project you agree to this copy being kept, and where your project contains confidential information relating to your employer you must ensure that they agree to this too.

**Authentication by the candidate**

I have produced this work without any help apart from that declared by the supervising employer/tutor (attach details if relevant).

Name in block capitals.....Signature.....Date .....

**Authentication by the employer**

To the best of my knowledge, the work submitted is solely that of the candidate.

Name in block capitals.....Signature.....Date .....

This form must be **fully completed and signed** and attached to the front of the candidate's work, and posted (Recorded/Tracked Delivery is strongly recommended) to: **REC Awarding**, Dorset House, First Floor, 27-45 Stamford Street, London, SE1 9NT.

Projects submitted without this cover sheet fully completed and signed will not be accepted. Emailed projects will not be accepted. The work may be returned to the candidate, **after the issue of results**, provided that no enquiry upon result is to be made which will include reassessment of this module.

**Appendix C – Assessment sheet**

To be completed by the assessor/examiner:

Candidate’s name: .....

	Area of Assessment	Mark	Weighting	Score (MxW)
1	Executive Summary/Introduction	/100	0.15	
2	Description of the business	/100	0.10	
3	Business analysis – key findings	/100	0.15	
4	Business objectives	/100	0.20	
5	Action plans	/100	0.15	
6	Key performance indicators and metrics	/100	0.10	
7	Reflective learning and learning outcomes	/100	0.10	
8	Format and presentation	/100	0.05	
	Total score (100%) & overall comments			

Name of Assessor/Examiner .....

Signature .....

Date .....