



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Management
Higher Professional Level

HUMAN RESOURCE PLANNING

4259/01

Optional Module

Valid between 1 January 2010 and 30 June 2011

READ THESE INSTRUCTIONS FIRST

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be no more than 4000 words. Marks will be deducted from assignments that exceed the word limit.

This document consists of **3** printed pages.



Human Resource Planning – Optional Module

Title: The Right People in the Right Places at the Right Time

Before starting this assignment it is important to familiarise yourself with the module syllabus and the associated objectives and competence criteria so that your understanding and application of them will be a feature of your submitted report.

For this assignment you should work with your own organisation or one that is familiar to you. Briefly describe the organisation, its purpose, products and/or services and the department or project you work for (or the department/project you have selected) and your involvement in it.

For the purposes of this assignment you may focus on the organisation as a whole or one department or project.

Identify the strategic plans of your organisation. Drawing on academic literature, state how effective Human Resource Planning (HRP) contributes to the achievement of strategic plans. Using academic literature and examples of best practice, identify the key features of an effective policy in relation to HRP.

Study the HRP policies of your organisation and benchmark these against the key features you have identified. Summarise any key differences.

Taking into consideration the strategic plans of the organisation, identify the staff requirements in your organisation, department or project for the future. This should represent an appropriate period of time in relation to the strategic plans. You should include staff numbers and the skill and knowledge requirements.

Compare your forecast with the existing staffing levels, structure and capabilities. Identify any shortfalls or gaps, and suggest how these might be addressed. Develop a human resource plan for the future that supports the achievement of the strategic plans.

Use your plan to identify staff vacancies. These may be vacancies for new posts or as an outcome of changes in structure or work allocation. Devise job descriptions for the identified vacancies in accordance with your organisation's format. Where job descriptions already exist, you should analyse these and make amendments as appropriate. If there are a number of vacancies, you may select one post.

Using a range of information sources, identify relevant and up-to-date theories on recruitment and selection. You must include an analysis of the range of selection methods that can be used, and their benefits and drawbacks. Also make a note of emerging trends in HR planning, recruitment and selection.

Using the information you have obtained from your research, devise a recruitment and selection strategy for the identified vacancies. Your strategy must include an interview. Describe in detail each stage in the recruitment and selection process. Explain how candidates might be selected, clearly showing how these stages and selection procedures relate to your theoretical research.

Carry out the recruitment and selection process for one identified vacancy using your proposed strategy and processes as far as possible. Explain your role in the process and specifically how you contributed to the interview.

Reflect on your experience in the recruitment and selection process. Identify what went well and any areas that could be improved.

Critically evaluate your organisation's policies and procedures for recruitment and selection. Write a short report to an appropriate senior manager summarising your findings and making any recommendations for improvements to existing recruitment and selection policy and procedures.

You must include in your assignment report all documentation, notes and materials generated during each stage of the study. For this assignment it is acceptable to include the job descriptions and any notes from the selection process in the appendix and explain them in the main body of the report.

You are not expected to include confidential information on your organisation, its personnel or performance.

In writing the report, you should adopt an appropriate business format and show how knowledge and understanding of HRP have been applied in line with the module syllabus. You should include in your report your research methodology.

At the start of your assignment report, indicate the number of words used, which should not exceed the maximum permitted amount of 4000.

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