

CAMBRIDGE MANAGEMENT AWARD

EXECUTIVE DIPLOMA

MODULE ASSIGNMENT

MODULE TITLE: People Management

MODULE NUMBER: 4190/B

Valid between 1 January 2002 and 31 December 2002

INSTRUCTIONS TO CANDIDATES

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 between 3000 and 4000 words.



UNIVERSITY *of* CAMBRIDGE
Local Examinations Syndicate

Executive Diploma Module 4190/B

People Management – Option Module

Title: Developing People to meet Business Objectives

1. Taking either your whole organisation or your department, establish the human resource development strategy for the past year of operation. Summarise this in terms of:
 - The rationale for the strategy
 - The business objectives
 - The link between the two
2. Review actual HR activities over the year and compare these with the original plan. Summarise your findings, giving reasons or assumptions for any changes to the original plan.
3. Evaluate the effectiveness of the HR strategy in contributing to business objectives, commenting on how the abilities and motivation of personnel have been affected.

You should include performance review in the evaluation process, as well as other evaluation tools at different levels.

4. Summarise your findings and use the results to devise a development plan for the coming year. Your plan should clearly indicate development needs, business objectives, influences and concerns that have arisen from the review of last year and a monitoring and evaluation procedure. Include in your plan a coaching activity that you can perform.
5. Coach an individual or team of individuals in line with your plan and obtain feedback on your performance. Summarise your activities and the feedback and use this to evaluate the effectiveness of your role in the overall development plan.
6. After a suitable period of time, write a short report summarising the progress of the development plan and any changes that are to be made and why.

You must include in your assignment all documentation, notes and materials generated from each stage as shown above.

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