

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

HUMAN RESOURCE MANAGEMENT

4183/01

4259/01

Core Module

Valid between 1 January 2004 and 31 December 2004

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 between 3000 and 4000 words.

This document consists of **2** printed pages.



Higher Professional Diploma Module 4183/4259**Human Resource Management – Core Module****Title: HRM in the 21st Century**

The assignment should be prepared in the form of a professional consultancy document that could be presented to the senior management of the organisation that the candidate works for. Candidates should **not** answer each section separately but rather present a coherent report encompassing all of the tasks given below.

Candidates are expected to draw on appropriate research, breadth of academic reading, application of theory to practice and presentation skills. The report should use the number of words as given on the front cover and have any necessary supplementary information attached in appendices.

1. Using as many sources as you can, identify the key components of your organisation's HR policy and how these affect the role of managers at all levels. Research the HR issues that have arisen for managers over the past year and summarise these, identifying, as far as possible, the reasons for these issues and how they were dealt with.
2. Identify emerging HR issues, both internal and external to the organisation, that may have an impact upon the policies and procedures in the next year. Include changes in legislation, employment markets, staff attitudes and other trends. Summarise your findings and consider in particular, the possible effect of all issues identified in 1 and 2 on the following:
 - Recruitment & retention
 - Induction / orientation
 - Reward systems
 - Multicultural values and beliefs
3. Critically evaluate your findings and write a summary report, making recommendations for change. In your report, clearly show how the implementation of your suggestions links to the organisation's strategic plan and business objectives. Pay particular attention to the role of the organisation's managers in your report.

Present your report, together with all your research findings to the senior HR person in your organisation for comment. Note their comments and reflect on these. Write a short note describing what you have learned from the feedback and any changes you would make to your recommendations in light of the feedback.

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