

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

PEOPLE MANAGEMENT

4190/01

4266/01

Optional 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 4190/4266**People Management – Optional Module****Title: Developing a Valuable Resource**

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. Review how the people in your area of responsibility have been developed over the past year and summarise your findings.
2. Using a range of tools, evaluate the effectiveness of the development approach in contributing to business objectives, commenting on how the abilities, performance and motivation of the people have been affected.
3. Summarise your findings and use the results to devise a development plan for the coming year. Your plan should clearly indicate business objectives, internal and external influences for change, identified development needs, influences and concerns that have arisen from the review of last year and a monitoring and evaluation procedure.

In your plan, take account of motivational and reward strategies that are available to you.

Identify at least one individual who can receive coaching from you and include this in the plan.

4. Carry out the coaching in line with your plan and obtain feedback on your performance. Summarise your coaching activities and the feedback and use this to evaluate the effectiveness of your role in the overall development plan.
5. After a suitable period of time, review the progress of the department development plan and write a short report summarising your findings. From the review, identify any changes that are to be made in the future and why. Devise a plan to implement the changes.
6. Having carried out this research, draw conclusions about the role of HR in developing people to meet an organisation's business strategy.

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.