

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

PERFORMANCE MANAGEMENT

4256/01

Optional Module

Valid between 1 January 2005 and 31 December 2005

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.

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



Performance Management – Optional Module

Title: Getting the Best from Staff

Your start point for undertaking this assignment is to familiarise yourself with the syllabus for this module and the associated assessment objectives and competence criteria.

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

Describe your organisation's strategy for managing performance and, where appropriate, your role in it. You should show how the organisation and your department or project addresses the following:

- Induction/orientation
- Objective setting and performance review
- Motivation and reward strategies
- Career development

Review your induction/orientation programmes, describing how these are planned and implemented, then evaluate their effectiveness, identifying areas for improvement. In your review you should describe your role in the induction/orientation process and that of other people within the organisation.

Selecting an appropriate cross-section of people, agree with them their job roles, work objectives and work allocation. Over a period of time, monitor performance, keeping appropriate records.

Conduct meetings with at least two members of your team to discuss performance and their career aspirations. Through discussion, identify the level of motivation for individuals and the team overall and provide appropriate feedback. Set and agree objectives for the future to address performance issues, motivation and career aspirations. Describe the approach you have taken in devising and implementing performance improvement strategies, explaining your role in the agreed action plan and that of other people. Implement the action plans and monitor performance over a suitable period of time. Describe any changes in performance that have taken place and the possible reasons for these.

Review the work you have done so far and identify any areas where the approach to performance management can be improved. Write a report to a relevant senior manager, summarising your findings and making recommendations for change.

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

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 performance management have been applied in line with the module syllabus. You should include in your report your research methodology.

Indicate the number of words used at the start of your assignment report.