



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

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**PERFORMANCE MANAGEMENT**

**4256/01**

Optional Module

**Valid between 1 January 2007 and 31 December 2007**

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**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.

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



## **Performance Management – Optional Module**

### **Title: Managing Success Through People**

Your start point for undertaking this assignment is to familiarise yourself with the module syllabus and the associated assessment objectives and competence criteria so that your understanding and application of them will feature in your submitted report.

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) and your involvement with it.

Using a range of information sources, research the ways in which organisations conduct induction/orientation programmes. Identify the benefits and drawbacks of each approach and use these to define best practice.

Describe your own organisation's policy and procedures for induction/orientation, including the line manager's role as well as that of other people. Now compare this approach with the best practice you previously identified. Make a note of areas where your organisation could improve.

Describe your organisation's policy and procedures for staff motivation and reward. Explain how these are implemented and describe the line manager's role in this. Using a range of information sources, identify what approaches to motivation and rewards are used in other organisations. Compare these to your own organisation's approach and, with reference to relevant theories of motivation, identify aspects where your organisation could improve.

Explain the importance of managing performance in your organisation and describe how this is undertaken. Include in your explanation the procedures for reviewing performance and your role in this.

Select at least two people in your department or from the project. Agree with them their job roles, work objectives and work allocation. Monitor the performance of these people over a suitable period of time, keeping appropriate records.

At a mutually convenient time, meet with these two people individually to discuss their performance and progress towards agreed objectives. During the meeting identify the level of motivation within the individuals and the team overall and try to establish the reasons for their levels of motivation. Provide the individuals with feedback, then set and agree objectives for the future. Agree a plan of action, where necessary, for improving performance and motivation.

Identify how your organisation addresses career development for staff. Using a range of information sources, identify different approaches to career development. Describe the relevance of career development in the current working environment and, from your research findings, identify best practice. Compare your ideas with the approach taken by your own organisation and identify areas for improvement.

Review the work you have done and summarise where your organisation's approach to performance management may be improved. Your improvement proposals must include induction/orientation, motivation and reward, as well as strategies for improving performance and career management.

Write a report to a relevant senior manager, summarising your findings and making recommendations for change in the way performance is managed. Justify your suggestions for change, indicating the potential benefits to the organisation, department or project.

You must include in your assignment report 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.

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