



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

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**HUMAN RESOURCE PLANNING**

**4259/01**

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.



## Human Resource Planning – Optional Module

### Title: Planning to Attract and Retain the Best People

Your start point in 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 in it.

Summarise your organisation's strategic plans and objectives. Identify the contribution that staff will make in the achievement of the strategy. Describe your organisation's policies and procedures for human resource planning and explain the rationale for these. Critically review the policies and procedures and indicate the degree to which these contribute to the achievement of the strategy. Make a note of any shortfalls or weaknesses in the policies and procedures.

Explain how you and your department or project contributes to HR planning within the organisation. Explain how the approach to HR planning affects the efficiency and success of your department or project.

Using the organisation's current policies and procedures, modified if necessary by your recommendations, create a human resource plan for your organisation, department or project that will contribute to the achievement of the strategic objectives over the next year or other suitable time period. Your plan should indicate the staffing requirements in terms of numbers, skills and knowledge. Use your plan to identify vacancies. These may be for new posts or as an outcome of changes in structure or work allocation. Devise or produce job descriptions for the identified roles in accordance with your organisation's format.

If there are no vacancies at the moment, you should focus the remainder of this assignment on a previous recruitment activity.

Plan and implement a recruitment and selection strategy for the identified vacancies. Describe the stages in the recruitment process and explain how candidates might be (or were) selected. Describe your role in this if you were involved, and also that of other people who were involved. Link this to the policies and procedures of your organisation.

Reflect on your experience of and familiarity with the recruitment and selection processes. Identify what went well and any areas that could be improved.

Using a range of information sources, research the way that other organisations recruit and select staff. Also identify relevant and up-to-date theories on recruitment and selection. Compare your research findings with your own experiences and that of your organisation. Based on your research, your reflections and emerging trends in HR planning, critically evaluate your organisation's policies and procedures. Identify areas for improvement and incorporate these into a proposal for change to an appropriate manager.

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 human resource planning 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.