



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

HUMAN RESOURCE PLANNING

4259/01

Optional Module

Valid between 1 January 2008 and 31 December 2008

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.

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



Human Resource Planning – Optional Module

Title: Recruitment and Selection of Skills and Knowledge

Your start point in undertaking this assignment is to familiarise yourself with the module syllabus, the associated assessment objectives and competence criteria so that your understanding and application of them will be a strong feature of 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 implementation of this strategy. Describe your organisation's policies and procedures for human resource planning. Focus on recruitment and selection and explain how your organisation addresses these aspects of human resource planning. Indicate the degree to which the policies and procedures contribute to the achievement of the organisational strategy. Make a note of any shortfalls or weaknesses in the current policies and procedures.

Explain how you and your department or project contributes or might contribute to human resource planning, recruitment and selection within the organisation. Explain how this contribution affects or could affect the efficiency and success of your department or project.

Identify the current staffing requirements, in terms of numbers, skills and knowledge, to meet the capability and capacity demands of your organisation, department or project. Then consider current staffing levels and identify any shortfalls. Using this information and the current strategic plan, or other appropriate document if no strategic plan exists for your organisation, department or project, identify the staffing levels required for the next year or other suitable time period. Now create a costed human resource plan for this period that will contribute to the achievement of the strategic plan. You should refer closely to the organisation's current policies and procedures.

Use your plan to identify current and future vacancies and consider how these might be addressed. These may be for new posts or they may result from changes in structure, work allocation or expansion. Develop job descriptions for the identified roles in accordance with your organisation's format. You should focus on at least two vacancies.

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

Plan and implement a costed recruitment and selection strategy for the identified vacancies. Describe the stages in the recruitment and selection process and explain how candidates might be/were selected. Describe your role in this, if you were involved, and also that of other people who were involved. Link this to the current 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 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 human resource planning, recruitment and selection, critically evaluate your organisation's policies and procedures. Identify areas for improvement and incorporate these into a costed proposal for change to an appropriate senior manager. Justify your recommendations on the basis of identified best practice.

You must include in your assignment report all documentation, notes and materials generated from each stage of the study. It is acceptable to include the requested job descriptions in the appendix as long as their key features and a description of how they were developed are clearly explained in the main body of the report.

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 details of your primary and secondary research methodology.

At the start of your assignment report, indicate the number of words used, which should not exceed the maximum permitted amount of 4,000 for the main body of the report.