

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

PERFORMANCE MANAGEMENT

4256/01

Optional Module

Valid between 1 January 2006 and 31 December 2006

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.



Performance Management – Optional Module

Title: Managing an Important Asset

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 your 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).

Using a range of research techniques and information sources, identify approaches to performance management that organisations use. Include in your research the following:

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

Describe your chosen organisation's strategy for managing performance and, where appropriate, your role within it. Compare this organisation's approach with those approaches identified in your earlier research and in particular identify key differences.

Review the current induction/orientation practice and programmes and describe how these are planned and implemented. Then evaluate the effectiveness of these and identify areas for improvement. In your review you should describe your role in the induction/orientation process as well as the role of other people within the organisation.

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

Meet with at least two of these people to discuss their performance, career aspirations and level of motivation. As a result of the meeting, agree future objectives which will address performance issues, motivation and career aspirations. Describe the approach you have taken, state how you will support the individuals in the achievement of their plans and explain what the role of others in this will be. Also explain how the achievement of the action plans will contribute to the overall success of the department/project and organisation. Implement the action plans, and monitor performance over a suitable period of time. Describe any changes in performance, motivation or career paths that have taken place and suggest the possible reasons for these.

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

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.

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