Assessment ID/CIPD_7HR02_24_01
Resourcing and talent management to sustain success

The assessment has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for 7HR02 *Resourcing and talent management to sustain success*.

Each of the learning outcomes and the chosen assessment criteria for the assessment must gain a pass outcome for you to successfully achieve the unit.

Preparation for the assessment

Before you begin the assessment, please access and complete the **topic essential videos**, **activities** and the **assessment guide video** available via your virtual learning environment (VLE).

Completing the assessment

- The assessment contains a series of tasks/questions which are clearly referenced to the relevant assessment criteria / learning outcome.
- Refer to the generic grade descriptor grid at the end of the assessment, which outlines the requirements.
- Evidence must be provided in the main body of the assessment document. If appendices are included, these will not be marked or moderated; however, they may be reviewed by your assessor.
- The assessment must be completed in a professional manner (eg applying business conventions for writing formal reports) and by using Microsoft Word.
- The assessment must be saved as a Word document (.doc or .docx) and not in a PDF format, unless another format is requested within the brief, eg PowerPoint.
- Harvard referencing must be used to ensure the original source(s) of quotations or models can be verified.
- You must sign the Learner Authenticity statement (a photo or scan of your signature is acceptable).

Please write clearly in block capitals.

Centre number	MOL – 531
Learner name	
Learner CIPD membership number	
Unit code and title	7HR02 Resourcing and talent management to sustain success
Assessor ID	CIPD_7HR02_24_01
Assessment due date	To be completed by MOL
Assessment submission date	To be completed by MOL
First Assessment re-submission date for centre marking (if applicable)	To be completed by MOL
Second Assessment re-submission date for centre marking (if applicable)	To be completed by MOL
Declared learning difficulty	Please stipulate your learning difficulty if applicable.
Declared word count	1500
Assessor name	
Assessor signature	
IQA name (if applicable)	
IQA signature (if applicable)	

Declaration by the learner (this box must be signed—not typed—or your assessment will not be accepted)

Learner name	
Learner statement of authenticity	**I can confirm that** 1. this assessment is all my own work 2. where I have used materials from other sources, they have been properly acknowledged and referenced 3. I have not used Artificial Intelligence tools to generate content for my assessment **I understand the consequences of <u>malpractice</u> and accept that any violation of this agreement may result in disciplinary action.**
Standardisation	I am aware my assessment may be chosen for standardisation purposes on the understanding that the content will be anonymised.
Signed		**Date**	

Declaration by the centre

Centre statement of authenticity	On behalf of the centre, I confirm that the above mentioned learner is registered at the centre on a CIPD programme of study. **I confirm that** • the learner's work was conducted under the conditions laid out by the assessment brief • I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner
Name	Janet Brown	**Role**	Quality Manager
Signed		**Date**	

As this is an Advanced Diploma, it is important that you are able to demonstrate not only good knowledge and understanding of the material associated with each learning outcome but also the ability to develop an original argument and justify it persuasively with reference to wider reading. Examples of approaches taken in a range of organisations are also an effective means by which to justify your arguments.

Expectations are set out in the marking descriptor grid which you will find at the end of this document. You must pass all learning outcomes to successfully achieve this unit.

The six main criteria that CIPD requires centres to use when marking the assessments are outlined below, but it may be that not all these criteria are present in every question.

1. Focus
2. Depth and breadth of understanding
3. Strategic application and professional advice
4. Research and wider reading
5. Persuasiveness and originality
6. Presentation and language

You will write four answers of approximately 1,000 words to the questions posed and submit them together in a single document. The total word count for the assessment will therefore be 4,000 words +/- 10%. **If you exceed the word count, your work will be returned to you unmarked and you will be allocated a refer grade.**

Please note that everything within the main body of your assessment is included within the word count unless otherwise stipulated. This includes any headings or sub-headings, references and words within tables.

The bibliography or list of references is not included in the total word count.

You must demonstrate within the submitted evidence (through headings and sub-headings) which learning outcomes and assessment criteria have been cited. We are unable to moderate your work if this is not included.

» REFERRALS

- **You must update the version of your assessment which includes the tutor feedback.**
- **Please ensure you do not change any of the assessment criteria / learning outcomes where you have received a mark of a 2 or above. Only amend sections of your assessment where you have been awarded a mark of a 1 (Refer), taking into account your tutor feedback whilst remaining within the allocated word count**.
- When updating any questions which have received a mark of a 1, please strike through all of the original text using the strikethrough key so the text to be ~~removed~~ appears like this. You will need to rewrite your full answer below the original text using a different colour to the original submission, **so the new text appears like this.** This clearly shows what was in the original submission and what has been added.
- Please do not use track changes as these are not permitted.
- Before you resubmit your assessment, please ensure you refer back to the Topic Essentials, Assessment briefing webinar or the Assessment guide video, and the learner resource zone, as these will support you with any changes needed to achieve a pass grade.
- Please ensure you have fully addressed all parts of the assessor feedback before you upload your resubmission to the VLE.

You can contact your Support Tutor via the VLE for further assessment guidance if needed or email the team at cipdsupport@mollearn.com, who will be able to respond to any administrative questions.

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If you receive a Refer grade for your assessment you will have three weeks to resubmit from the date your feedback is released. Please note your assessment resubmission will be capped at a Pass.

»	**Resourcing and talent management to sustain success**

This unit focuses on the day-to-day practicalities and the longer-term strategic issues associated with resourcing organisations appropriately, ethically and fairly and to maximise the performance of staff and the organisation. These activities take place in a competitive context in which different employers aspire to recruit and retain the most talented and experienced people.

»	**TASK**

CIPD research shows that across the world, a large proportion of employers are continuing to experience skills shortages and recruitment difficulties. The findings of the 2023 People Profession survey highlight that workforce planning, employee engagement and retention, and the management of performance and productivity are some of the top people priorities.

As a part of a periodic review of its people strategies, your manager has asked you to lead a working party to examine and review the organisation's resourcing and talent strategy, which focuses on the following questions.

For the purpose of this assessment, you need to apply your answers to either your own organisation or one with which you are familiar.

It is essential that your reading of the published literature be used to inform your responses to all questions.

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Analyse **one** external and **one** internal factor that is shaping the organisation's resourcing and talent strategy. Recommend how this strategy could be improved to respond to these factors.

Your evidence must consist of
• a response of 1,000 words +/-10%

INSERT YOUR ANSWER IN THE SPACE PROVIDED BELOW.

Unilever is a global consumer goods company that mainly focuses on providing quality services and products to their customers that help them to improve their business growth. This company currently emphasises resourcing and talent approaches to modify its overall business growth. As stated by Shaoping *et al*., (2023), with the help of digital transformation, Unilever can improve its business activities and be able to fulfill its customer demands.

External factor

Technological advancements as well as digital transformation:

Digital transformation as well as technological advancement are highly influential in Unilever's business operations in the competitive landscape. With this digital transformation, they can modify their business activities based on the requirements. In this digital transformation, Unilever mainly utilised AI, IoT, ML, data analytic tools, blockchain technologies, and others. As mentioned by Cooper *et al.,* (2023), with the help of AI, Unilever can provide customised services and fulfill their customer demand. ML helps to collect real-time data regarding current market trends to understand customer preferences. Likewise, Tyagi *et al*., (2023) also highlighted that blockchain technology also helps them to track their regular activities that help to identify different human errors and their impact on their overall business activities. On the other hand, Ghedabna *et al.,* (2024) also discussed that the AI also helps Unilever to provide effective training faculties to their employees that help them to improve their work performance and help achieve their professional as well as personal goals. With the help of AI, Unilever can focus on improving its recruitment process which influences its business activities. To reduce bias in hiring decisions, this company has simplified the processes by adopting chatbots as well as different data analytic tools. However, due to digital transformation, the organisation has faced different key challenges including a shortage of skilled employees, and ongoing learning. As stated by Laursen *et al*., (2023), to address these key issues, Unilever requires collaboration with different educational institutions as well as

effective IT experts who can provide skills to employees to operate their overall business activities. Unilever also invests huge money in developing digital academics and building internal mobility programs that help them to hold their competitive positions in the market.

Internal factor

Society to sustainability and purpose-driven culture:

Unilever's resourcing, as well as its recruiting approach, is highly impacted by its dedication to sustainability and purpose-driven culture. To have an effective impact on both the ecosystem and community, Unilever utilised sustainability initiatives in its business operations. This approach involves attracting, retaining, and lastly engaging personnel. As discussed by Narayanan *et al.*, (2022), purpose-driven professionals who share Unilever's brand reputation stick to the company due to its brand value and sustainable leadership. To promote ethical business activities, the company also utilised sustainability concepts in their leadership activities and employees training program. While involving diversity and inclusion in the workplace, Unilever can focus on their sustainability activities which have an effective social impact. On the contrary, Arslan *et al.,* (2025) also stated that, to promote creative innovation and community advancement, Unilever communicates with different cultural people to influence their business growth. Employees' encouragement and retention rate are enhanced by Unilever's sustainability practices, which promote effective work culture. It can be difficult to maintain a balance across economic performance as well as sustainable commitment. However, Unilever addresses this by adding sustainable objectives into their regular work performance and offering social impact activities as well as promoting creative innovation in their product ranges and services (McCausland *et al.*, 2021). With these strategies, Unilever can increase customer involvement and it influences their business growth in the global market. Adopting new work paradigms as well as investing in digital transformation helps the organisation to improve its business in the competitive landscape. Unilever also ensures its sustainable practices to build a loyal base of customer and improve their brand value in the market. With the help of AI, Unilever can focus on improving its recruitment process which influences its business activities. To reduce bias in hiring decisions, this company has simplified the processes by adopting chatbots as well as different data analytic tools.

Recommendation

➔ To address the growing demand for software digital skills and reduce talent shortage, Unilever is required to focus on utilising different learning Platforms to provide

customised training facilities to their employees. As mentioned by Zamiri et al., (2024), with these learning platforms, the organisational leaders can focus on communicating with their employees to understand their strengths as well as weaknesses to provide effective customised training facilities. Cross-functional training any also required to be adopted by Unilever's leaders to build an effective work culture and it helps the organisation to improve its overall business growth. With the help of AI, organisational leaders can track their employee's regular activities to find different errors and develop effective business strategies to modify overall business productivity.

➔ Unilever is required to focus on adopting a sustainability-driven culture to attract different cultural people in the talent market. Unilever is also required to develop an EVP that focuses on sustainability efforts as well as includes them in the overall recruitment process to achieve these future goals. As mentioned by Wang *et al*., (2025), creative innovation as well as involvement can be enhanced by prompting employees-led sustainability programs. It is possible to adopt incentives for sustainable efforts, including bonuses, flexible work hours, promotions, and remote work (Henao *et al.*, 2024). However, an effective network of departmental sustainability advocates can support the more successful adoption of sustainable practices into regular business activities.

➔ Unilever also emphasised collaborating with different educational institutions and other small businesses to improve their recruitment process. With their strategies, Unilever can select skilled employees for different areas and it also promotes different-cultural work environments.

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Make **two** justified recommendations as to how the organisation can improve the effectiveness of its employee induction programme and propose how its effectiveness can be evaluated.

Your evidence must consist of
• a response of 1,000 words +/-10%

INSERT YOUR ANSWER IN THE SPACE PROVIDED BELOW.

Recommendation

➔ *Implement a process effective as well as interactive onboarding*

The onboarding procedure used by Unilever is essential to engagement, retention, and successful integration. As mentioned by Anita *et al*., (2024), a methodical and engaging strategy guarantees that new hires comprehend the company's culture, beliefs, and expectations, giving them the resources they require to be successful. A digital onboarding platform for pre-boarding, designating a buddy or mentorship to assist new hires, and providing a customised welcome greeting from leadership are some of the main suggestions. On the other hand, Franken *et al.*, (2022) highlighted that, it is also advised to use a hybrid onboarding approach that combines online and in-person meetings. It is also advised to attend an engaging orientation that goes over Unilever's values, mission, business plan, and sustainability pledges. It is also advised to create a plan with goals for the first 30, 60, and 90 days. As stated by Widyakusuma *et al.*, (2024), use gamification strategies, like as quizzes and awards, to make learning interesting; include microlearning modules for targeted instruction on company rules, systems, and products; and offer real-world case studies to help people grasp business problems and answers.

Utilising e-learning platforms as well as reality tools, developing customised programs for different job types, and providing effective training via job internship, and simulation are all effective paths through which Unilever might improve its onboarding process. However, this company can plan team-building activities, networking events, and lively meetings for peer education (Huang *et al.*, 2022). To learn more about business activities, it involves a new hiring process to develop an effective plan with different stakeholders. It is possible to set in place a system for tracking work productivity as well as offering ongoing feedback to identify errors in early phases. It is also possible to develop a career development

plan that provides details information about training activities, and growth opportunities to improve employees' professional as well as personal lives.

→ *Customised induction program based on employees' roles and department*

For new hires to quickly get used to their duties as well as departments, Unilever can design an effective customised induction program, Employee involvement, work productivity, and connection across the organisation's strategic goals. These goals are also developed by this process a role-specific digital induction portal, departmental mentorship and a customised welcome package, an interactive orientation, an effective departmental road map that provides project data, performance norms, and lastly different opportunities for cross-functional collaboration to help Unilever to optimised their overall recruitment process to modify the business pattern (Wyatt *et al.*, 2021). This will help to promote the new hiring process to build an effective work culture and it directly helps to improve employees involvement in different areas.

The business is putting in place an extensive academy for their employees that emphasis specific positions such as SCM, marketing, economics, as well as resource and development. Customised onboarding tracks, case studies, and lastly real-world modeling and work monitoring are all part of the educational program (Malik *et al.*, 2023). However, it provides training in both technological as well as soft skills via live lectures as well as e-learning platforms. To support engagement, the organisation also focuses on team-building activities, collaboration forums, and lastly cross-functional networking events. However, a structure for tracking performance helps the manager to provide customised coaching to the employees that also help to improve overall work productivity.

Evaluating the Effectiveness of the Induction Program

Unilever's induction program must align with the commercial, employee engagement, and long-term retention objectives. The global consumer goods company Unilever prioritizes new hire integration. An effective induction programme is essential for maintaining business values, operational efficiency, and worker productivity in its complex global operations and diverse workforce. Cesário and Chambel (2019) state that new recruit engagement, knowledge retention, company culture adaptation, and career progression are measures of Unilever's induction process. The quality of Unilever's induction program hinges on how effectively it instills corporate values, environmental aims, and ethical business practices. New employees must grasp and accept Unilever's ideals of sustainable living and ethical business. If employees grasp Unilever's purpose-driven business strategy within a few months,

the induction program successfully conveyed its long-term goal. Workers' awareness of Unilever's sustainability goals, ethical sourcing, and corporate responsibility initiatives may be assessed after introduction.

New hires' cultural fit with Unilever is a key program indicator. Given the company's diversity and inclusion objective, the induction process must accept varied cultural and professional backgrounds. Unilever's hybrid onboarding introduces procedures via digital learning modules and in-person engagement. Mentorship, engaging training, and networking event attendance indicate success of the induction program. Unilever's onboarding programs set 30-, 60-, and 90-day targets for progress. Dickson and Davidson (2021) state that the induction program teaches personnel how to meet training milestones, contribute to projects, and need minimum supervision. If performance reports demonstrate understanding gaps or delayed adaptability, the program will need modification. Unilever's induction process's effectiveness also depends on personnel retention. Studies show that companies like Unilever with strong onboarding retain more employees. The program's value is strengthened if structured induction graduates retain more than those with less onboarding. However, high turnover rates within six months may indicate that the introduction plan is not meeting staff needs. Exit interviews with former Unilever employees may indicate onboarding issues. Onboarding at Unilever has also changed due to digital revolution. Vidaković *et al.,* (2023) argue that gamification, virtual training modules, and e-learning make onboarding easier. These digital solutions will be evaluated by user engagement metrics including online training completion rates, virtual mentorship program participation, and employee platform usability reviews. Sani *et al*., (2022) note that a company's digital onboarding processes enhance induction if employees utilize digital learning tools and retain more. A professional advancement plan is another feature of Unilever's induction program. The company heavily invests in talent development and offers new hires position-specific training. If new employees actively seek growth and skill development beyond the induction programme, Unilever's onboarding technique will set the groundwork for career success. The company lets employees discuss onboarding, modifications, and issues in real time. This ongoing evaluation keeps the introduction program new and successful. The program's success is shown by new hires' satisfaction with training, resources, and onboarding.

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» REFERENCE LIST

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MOL LEARN DEVELOP EXCEL

To further enhance the organisation's workforce planning, evaluate a short- and long-term approach that could be implemented to meet the current and future demand for talent, providing justification for why each would be appropriate.

Your evidence must consist of
• a response of 1,000 words +/-10%

INSERT YOUR ANSWER IN THE SPACE PROVIDED BELOW.

Effective workforce management requires short-term flexibility and long-term strategy. AI-driven recruitment, upskilling, and contingent labor help Unilever stay agile. Leadership training, talent forecasting, and employer branding increase staff stability. Innovative HR solutions and a people-centric approach can help Unilever build a resilient workforce for sustainable growth and competitive advantage.

Short-Term Workforce Planning Strategies

Agile Talent Acquisition and Recruitment

In order to organize its temporary staff, Unilever may benefit from agile talent acquisition strategies. Fast-paced consumer goods companies need a recruitment approach that swiftly identifies, analyzes, and hires qualified candidates. Hamadneh *et al.,* (2024) state that AI-driven recruitment tools can automate Unilever's candidate screening, talent matching, and interview scheduling. This digital method fills vacancies quickly to maintain operational continuity. Unilever may also test and evaluate candidates. Having a database of qualified candidates speeds up the recruitment process during high-demand seasons or urgent project requirements. Digital assessment centers may uncover top talent and increase recruitment efficiency via simulations, AI-based exams, and behavioral evaluations.

Upskilling and Reskilling Existing Employees

In addition to external hiring, Unilever may upskill and reskill its personnel to manage short-term labor difficulties. This ensures the company can adapt to market developments and new technologies. Unilever's e-learning platforms provide role-specific training to help employees acquire new skills. Employees with varied talents may fill resignations, unexpected absences, and seasonal productivity increases. van den Adel *et al.,* (2022) argue that cross-functional

flexibility is particularly important in manufacturing and supply chain operations, where worker shortages may disrupt output. Quality assurance-trained production line workers may temporarily help with inspections to preserve Unilever's efficiency. A strong upskilling culture helps Unilever withstand personnel disruptions and reduces external recruiting and training costs.

Temporary and Contingent Workforce Utilization

In short-term workforce planning, Unilever utilizes temporary, contract, and contingent labor to address unexpected job shortages. As demand fluctuates, consumer goods firms need flexible labor options to expand. Freelancers, contract workers, and gig workers will help Unilever fill immediate labor demands without long-term hiring. This technique helps production and logistics as seasonality, market demand, and promotions alter workforce demands. Procter & Gamble (P&G), Unilever's primary competitor, employs contingent labor to fulfill changeable demand. Martin (2022) illustrates that P&G hires temporary labor during production peaks using staffing agencies and online talent platforms to optimize efficiency. They employ specialized training for product quality and commercial needs. Digital talent markets can recruit freelancers for short-term marketing campaigns, IT system improvements, and supply chain optimization. Pichault and McKeown (2019) found that in the gig economy, professionals prefer flexible work over traditional jobs. Temporary workers give short-term respite, but Unilever must train them to satisfy quality and operational standards.

Long-Term Workforce Planning Strategies

Strategic Workforce Forecasting and Talent Analytics

Strategic workforce forecasts and data-driven people analytics enhance Unilever's long-term workforce planning. The company can estimate skill requirements by evaluating industry trends, demographics, and personnel data. Srivastava and Bhardwaj (2024) found that by predicting forthcoming job vacancies and competencies, predictive analytics will help Unilever adapt its recruitment approach to business needs. The Unilever HR analytics team can spot automation-induced supply chain labor skill decrease and intervene early with personalized training. Predictive analytics offers pros and cons. Forecasting models are susceptible to economic downturns and geopolitical unrest. Unilever needs data-driven insights and qualitative HR and employee input to anticipate workforces strategically and responsively.

Investment in Leadership Development and Succession Planning

Long-term stability requires leadership development and succession planning for Unilever. With operations in over 190 countries, Unilever requires leaders who can innovate and handle tough circumstances. Building a robust leadership pipeline decreases the company's senior management hiring needs. Leadership mentoring, executive education, and cross-business division and international assignments may help. Unilever's Future Leaders Programme (FLP) trains high-potential employees in leadership and career paths (Unilever, 2024). Significant corporate executives are program grads. Leadership development at Unilever is tough despite its successes. Leadership training graduates leave swiftly in competitive job markets because top talent attrites. In contrast, Nestlé encourages diversity in succession planning, mentorship, and senior leadership. Competitive salaries, personalized professional development plans, and global mobility must help Unilever retain employees.

Strengthening Employer Branding and Talent Attraction

Unilever's long-term success in attracting top talent depends on employer branding. Bonaccio *et al.,* (2020) investigated that candidates favor firms with career growth, inclusive workplaces, and meaningful work experiences in a competitive job market. The purpose-driven Unilever promotes sustainability, corporate responsibility, and diversity. By exhibiting these ideas, digital marketing, employee success stories, and university participation may attract top talent. Strong employer branding may not attract people if Unilever doesn't optimize its recruitment process. The company must streamline its hiring process to increase response times and candidate attention.

Maintaining authenticity is another employer branding challenge. Prospective employees use employee-generated content and company ratings to assess business culture online. If Unilever's employer branding doesn't reflect employee experiences, it might undermine company reputation. Thus, Verčič (2021) suggest that the company must match its internal employee involvement with its external image. To build trust and expose Unilever's culture, encourage employees to post on LinkedIn and Glassdoor. Despite these challenges, employer branding works. Unilever may enhance long-term people planning and talent pipeline sustainability by enhancing its branding strategy and meeting employee expectations.

Justification for the Proposed Strategies

Alignment with Unilever's Business Model and Growth Objectives

The recommended workforce planning strategies match Unilever's sustainability, digital transformation, and innovation goals. Unilever, a global company with over 190 locations, must prepare its staff for a digital and competitive market. Jamal *et al.,* (2024) suggest that agile hiring and upskilling will help Unilever adjust to consumer and technological shifts. Long-term leadership development and workforce forecasts reduce senior hiring by sustaining talent. These technologies enhance Unilever's workforce planning but require expensive equipment, training, and data analytics.

Risk Mitigation and Future-Proofing the Workforce

Well-structured human planning helps Unilever manage talent shortages, attrition, and skill gaps. By combining short-term agility with long-term strategic vision, the company maintains its employees adaptable for future business needs. Continuous staff development and a strong employer brand reduce top talent loss to competitors. Jirek (2020) argue that temp workers and external recruitment damage organizational culture and employee engagement. To retain key employees, Unilever must combine short-term recruitment with strong internal growth. Despite these challenges, workforce analytics and talent projections enable Unilever identify market shifts and labor demands. Data-driven workforce planning lets Unilever predict skill gaps and invest in targeted training before serious gaps. Unilever can respond to industry changes and save recruitment costs with this proactive approach. Future-proofing the workforce is a competitive advantage and essential for long-term corporate success in a changing environment. Unilever's people planning includes digital transformation, leadership development, and employer branding for long-term success. Strategic forecasting and succession planning build a talent pipeline, while AI-driven recruitment and upskilling boost agility. However, technological usage promotes digital fatigue and employee disengagement. Nestlé and Procter & Gamble emphasize innovation with comparable tactics. By increasing recruitment, talent retention, and technology-human supervision, Unilever can decrease worker risks and maintain a high-performance culture that fulfills sustainability and business objectives.

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Within the context of the organisation, evaluate **two** contemporary methods that utilise technology to manage both individual and team performance.

Your evidence must consist of
• a response of 1,000 words +/-10%

INSERT YOUR ANSWER IN THE SPACE PROVIDED BELOW.

Unilever improves team and individual performance using AI-powered performance management and digital collaboration platforms. AI technologies automate goal setting, real-time monitoring, and data-driven performance assessments to align individuals with company objectives. Microsoft Teams and gamification boost collaboration at Unilever. These methods enhance productivity and motivation, but digital fatigue, data privacy concerns, and AI overuse continue. By carefully mixing technology with human control, Unilever can establish a high-performing, engaged staff in a digitalised corporate environment.

AI-Powered Performance Management Systems at Unilever

Automated Goal Setting and Real-Time Performance Tracking

AI-powered performance management solutions will help Unilever set targets and track team performance. These advanced tools use data analytics to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) individual and team performance objectives. AI-driven HR analytics solutions at Unilever can spot trends, analyse performance data, and create specific performance criteria. This links employees with Unilever's aims and defines job duties. Real-time performance metrics from AI dashboards allow managers to provide quick feedback instead of annual reviews. However, Mikalef *et al*., (2022) argue that overusing AI for performance monitoring may have unintended consequences. Employees see AI-driven surveillance as mechanical, reducing their autonomy and treating them like data points. In high-performance sectors like sales and marketing, constant monitoring may stress and fatigue individuals. Even so, Nestlé reported a 28% boost in sales force productivity after using AI-powered performance monitoring tools.

AI-Based Performance Reviews and Predictive Analytics

AI-based performance evaluations and predictive analytics may help Unilever manage performance. Standard performance evaluations are subjective, inconsistent, and unhelpful. Umoga *et al*., (2024) state that AI-driven performance assessments use machine learning algorithms to assess past performance, strengths, and weaknesses, and future potential. These ensure that promotions, pay hikes, and talent development are evidence-based, not administrative. AI can also identify skill gaps and suggest training to achieve Unilever's strategic workforce objectives. In contrast, Singh and Chouhan (2023) note that machine learning algorithms struggle to assess leadership, emotional intelligence, and teamwork. Quantitative tests may ignore non-technical personnel with strong interpersonal or problem-solving skills, dissatisfying them. AI-driven assessments may potentially seem cold or lack managerial empathy to employees. Nocker and Sena (2019) illustrate that Google employs predictive analytics to discover and train future leaders. These industry examples demonstrate that AI-based performance evaluations may improve worker assessment fairness and efficiency when implemented properly.

AI-Driven Employee Engagement and Retention Monitoring

AI-powered engagement solutions help Unilever monitor and enhance employee morale and handle workplace challenges. AI systems can check staff polls, emails, and collaboration platforms for disengagement or morale deterioration. AI chatbots can immediately address HR queries, boosting employee satisfaction. Bahangulu and Owusu-Berko (2025) state that AI-driven engagement monitoring presents ethical and privacy concerns. Even when AI systems anonymise trend analysis data, workers may feel anxious about their workplace chats being monitored. AI-driven monitoring might create a culture of mistrust where people feel watched if not managed properly. To mitigate these risks, Burnett and Lisk (2021) suggest that Unilever must communicate how AI monitors engagement and acquire employee agreement for data analysis. Despite these drawbacks, AI-driven engagement solutions have boosted employee retention across industries.

Digital Collaboration Platforms for Team Performance Enhancement

Cloud-Based Team Collaboration and Productivity Tool s

The Unilever team is able to work more efficiently thanks to cloud collaboration tools such as Slack, Asana, Microsoft Teams, and others. These solutions simplify global workgroup communication, task management, and file sharing. Cloud-based tools improve project collaboration and transparency for Unilever's multiple time zones. Project management lets

managers track progress, allocate tasks, and set deadlines, improving workflow. Golightly *et al.,* (2022) found that cloud systems also handle document versions, ensuring personnel utilise the latest information without confusion. Digital collaboration tools improve productivity but may overwhelm information. Without face-to-face interaction, argument depth may be limited, leading to misinterpretation. Unilever's main competitor, P&G, has integrated Microsoft Teams internationally. P&G's cross-functional interaction grew 30%, enabling teams learn faster and make better choices. Improved cloud-based collaboration may help Unilever realise digital cooperation benefits while avoiding virtual contact risks.

Gamification in Team Performance Management

Employees at Unilever may be more engaged and motivated if digital collaboration tools were gamified. Gamification uses leaderboards, badges, and performance-based prizes to motivate employees to meet KPIs. Zamecnik *et al.,* (2022) highlight that gamified dashboards track team contributions, top performers, and Unilever employee achievements. Rewarding output promotes healthy competition and team spirit. Sales, customer service, and innovation teams benefit from gamification because reward is crucial. However, poorly planned gamification strategies may have unintended consequences. Disengagement rather than productivity may come from competitive performance metrics that demotivate or marginalise low-ranking employees. Gamification may make some workers feel their job is simple, decreasing motivation. With worldwide staff training modules, PepsiCo showed gamification works. Gamification can improve Unilever's training, project management, and cooperation without increasing harmful competition. Games that are inclusive and goal-oriented may keep Unilever motivated and productive.

AI-Powered Virtual Coaching and Peer Feedback Systems

As part of its workforce management plan, Unilever can enhance team performance by using virtual coaching driven by AI and digital peer feedback. Madhumithaa *et al.,* (2025) state that AI-driven coaching tools analyse performance data and design customised growth plans to improve skills and productivity. Virtual coaching suggests learning based on job, objective, and performance. AI-powered feedback systems provide real-time constructive peer evaluations, fostering transparency and growth. However, Robert *et al*., (2020) argue that AI-driven coaching and feedback has limitations. Employees may struggle with impersonal computer feedback. Despite these drawbacks, AI-powered coaching solutions promote employee growth. Siemens' AI-driven coaching tool increased employee skill development by 30% and leadership pipeline growth by 25%. Unilever may potentially utilise AI-

powered coaching to provide employees customised development opportunities to adapt to changing business environments.

AI-powered performance management and digital collaboration have changed Unilever's workforce optimisation. Cloud-based collaboration and gamification promote cooperation and motivation, while AI improves real-time goal monitoring, predictive analytics, and staff engagement. Despite concerns about digital overload, AI fairness, and gamification disengagement, these tactics boost productivity and retention. Nestlé, IBM, and PepsiCo use similar strategies and succeed. By enhancing these technologies, Unilever can solve issues, delight workers, and remain ahead in the fast-changing consumer goods industry.

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Centre name	MOL	Centre number	531
Learner name			
Membership number	*Please enter the learner's number here. Must be the first 7 digits of CIPD membership number*		

»	**ASSESSMENT MARKSHEET**

Learning Outcome 1: Understand the impact of the changing business environment on resourcing and talent management strategy and practice **(Provide rationale for judgements against each question and identify areas for development))**	**Mark (1-4)**
Q1 Analyse **one** external and **one** internal factor that is shaping the organisation's resourcing and talent strategy. Recommend how this strategy could be improved to respond to these factors. (AC1.1)	

Learning Outcome 2: Understand organisational recruitment and selection strategies. **(Provide rationale for judgements against each question and identify areas for development)**	**Mark (1-4)**
Q2 Make **two** justified recommendations as to how the organisation can improve the effectiveness of its employee induction programme and propose how its effectiveness can be evaluated (AC2.4).	

Learning Outcome 3: Understand the importance of workforce planning to support sustainable organisational performance **(Provide rationale for judgements against each question and identify areas for development)**	**Mark (1-4)**
Q3 To further enhance the organisation's workforce planning, evaluate a short- and long-term approach that could be implemented to meet the current and future demand for talent, providing justification for why each would be appropriate (AC3.1).	

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Learning Outcome 4: Understand approaches to improving individual and team performance (Provide rationale for judgements against each question and identify areas for development)	Mark (1-4)
Q4 Within the context of the organisation, evaluate **two** contemporary methods that utilise technology to manage both individual and team performance (AC4.2).	

Note to assessor: Please use this box to summarise your feedback on the assessment overall. This should highlight strengths and any areas for improvement, either by referring to specific ACs or commenting more generally across the assessment.

*Please use a different **font colour** for any resubmission comments)*

Overall Feedback Summary

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Total Marks for Unit (*your grade is provisional until moderated and confirmed by the CIPD*)		**Grade**	
Total Marks for first Resubmission (*your grade has been capped and remains provisional until moderated and confirmed by the CIPD*)		**Capped Grade**	
Total Marks for second Resubmission (*your grade has been capped and remains provisional until moderated and confirmed by the CIPD*)		**Capped Grade**	

Assessor name:	Submission	Resubmission 1	Resubmission 2
Assessor signature*: I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.			
Date:			

*This must be a true signature, so a handwritten signature, or a photo or scan of a handwritten signature, or an e-signature. A typed signature is not acceptable.

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You will receive a **Pass**, **Merit**, **Distinction** or **Refer/Fail** result at unit level. Assessors will provide a mark from 1 to 4 for each learning outcome in the unit. The generic grade descriptor grid is provided here as guidance. This will provide you with feedback that is developmental. Please be aware that not all of the generic grade descriptors will be present in **every** learning outcome for all the assessments.
To pass the unit assessment you must achieve a 2 (Pass) or above for each of the learning outcomes.

Generic grade descriptors	REFER/FAIL/1	PASS/2	MERIT/3	DISTINCTION/4
Focus	Fails to address all the questions either sufficiently fully or directly.	An adequate attempt to address all the questions fully and directly.	A good attempt to address all the questions relatively well and directly.	An excellent attempt to address all the questions very well and directly.
Depth and breadth of understanding	Inadequate knowledge and understanding in respect of one or more of the questions. Limited depth and breadth of analysis.	Adequate knowledge and understanding across the questions. Satisfactory breadth and depth of analysis.	Full and solid knowledge and understanding across all the questions. Good breadth and depth of analysis.	Very full knowledge and understanding across all the questions. Excellent breadth and depth of analysis.
Strategic application and professional advice	Fails to provide appropriate or well-justified advice and/or recommendations. Lacks a strategic approach.	Provides adequately justified advice and informed recommendations Some strategic application.	Provides solid and thoughtful advice and well-informed recommendations. Clearly strategic in orientation.	Provides excellent advice and very well-informed recommendations. Strategically oriented in all respects.
Research and wider reading	Limited original research and/or appropriate wider reading for the assignment. Limited or no referencing.	Evidence of sufficient research and appropriate wider reading for the assignment. Satisfactory in-text referencing.	Evidence of significant research and thoughtful, appropriate wider reading for the assignment. A good standard of in-text referencing.	Evidence of considerable research and excellent, appropriate wider reading for the assignment. An excellent standard of in-text referencing.
Persuasiveness and originality	Limited development of persuasive and original arguments. Inadequate use of examples.	An adequate attempt to develop original arguments and to justify these persuasively. Includes appropriate examples.	Some strong original arguments are presented which are mainly justified persuasively. Good use of examples.	Mostly strong original arguments are presented and justified very persuasively. Excellent use of examples.
Presentation and language	An inadequate standard of presentation or language. The assignment is poorly written and/or poorly structured. It is not at the level required for a management presentation.	A solid standard of presentation and use of language. The structure and ideas are satisfactory for a management presentation.	A strong and professional standard of presentation and use of language. The structure and ideas are well crafted for a management presentation.	An outstanding standard of presentation and use of language. The structure and ideas are very well crafted for a management presentation.

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The overall mark achieved will dictate the grade you receive for the unit, provided **NONE** of the learning outcomes has been referred.

MARKING GRID

Overall mark	Unit result
0 to 7	Refer/Fail
8 or 9	Pass
10 to 13	Merit
14 to 16	Distinction