Module Title: Managing Human Resources
Level: Five
Time Allowed: Two hours

Instructions to students:

- Enter your student number not your name on all answer books.
- **Section A**: Answer **both** questions.
  This section is worth 60% of the overall mark.
- **Section B**: Answer **one** question.
  This section is worth 40% of the overall mark.
- Answer each question in a separate booklet.
- Students are not allowed to bring the previously distributed case study into the examination room. A new copy of the case study on coloured paper will be provided.
- Students are permitted to bring into the examination a bilingual non electronic dictionary.

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Section A

Answer both questions.

Relate your discussion to academic literature and theories as appropriate.

1. Identify four issues, from the case study, which the NHS is currently facing, in relation to nursing staff.

2. Identify HR tasks, which could be undertaken to resolve each of the four issues (identified in question one) and improve organisational performance.

   You must explain and justify how the HR tasks would help to resolve each issue, stated in question one and improve organisational performance.

End of Section A
Section B follows overleaf
Section B

Answer one question.

Relate your discussion to academic literature and theories as appropriate.

3. Identify three reasons why people leave organisations. Evaluate and recommend appropriate strategies to improve the retention of employees for each reason given.

4. Identify two different contingent pay schemes within organisations. Evaluate the effectiveness of each contingent pay scheme, in terms of improving organisational performance, establishing fairness for the employee’s contribution and retaining employees.

5. Identify the differences between employee involvement and employee participation. Evaluate the advantages and disadvantages of each concept, for both the employer and employee. Explain the reasons why organisations are increasing their use of employee involvement.

6. Evaluate the difficulties which are associated with performance appraisals. Make recommendations as to how these difficulties could be improved. Draw a conclusion of the value of performance appraisals in improving employee performance within organisations.