Spring Examinations 2015

HRMM03615N

Module Title: Performance Management
Level: Seven
Time Allowed: Two hours

Instructions to students:
- Enter your student number not your name on all answer booklets.
- You are required to answer any three of the seven questions.
- All questions are equally weighted unless otherwise stated.
- Neither books nor notes may be taken into the examination.
- In order to attain the pass grade all answers must be supported by academic and/or practitioner literature.

No. of Pages: 3
No. of Questions: 7
You are required to answer any three of the following questions:

1. a. Explain the main elements involved in Performance Management and discuss some of the common problems in making it work effectively.

   b. Analyse some of the measures that can be taken to enhance the prospects of Performance Management being effective.

2. A local company has approached you as a HR consultant and asked you to advise them on how to set up and monitor their first performance appraisal system for manufacturing operatives, team leaders and departmental heads. What advice would you give them as to what type of appraisal system (or systems) to use and how the system(s) should be introduced, implemented and evaluated?

3. Explain the range of factors that can cause individual poor performance and evaluate the different ways this can be tackled.

4. Identify any learning method that may be appropriate in enabling an employee to enhance their knowledge, skills or understanding and explain the processes involved in effectively implementing such a method.
5. According to Hutchinson, S. (2013, p.49.) ‘Although it is clear that people are usually motivated by something – even if it’s trying hard to avoid work – there is no general consensus on what that something is.’

Analyse the main theories of workplace motivation that you see as relevant to employees ensuring your refer to different occupational roles in your answer.

6. Critically evaluate the extent to which individual performance related pay (in its various formats) may or may not help an organisation to improve employee performance.

7. Drawing on academic literature examine the impact that HR practices can have on organisational performance.

End of Paper