Summer Examinations 2016

HRM200316N

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.
- Answer all questions from Section A and one question from Section B.
- **Section A** carries 60% of the overall mark. **Section B** carries 40% of the overall mark.
- Begin each question in a separate answer book. Label each answer book clearly with the number of the question you are answering.
- The seen Case Study distributed prior to the examination is not permitted in the examination. A new copy will be provided.
- In answering the questions you are expected to refer to relevant theoretical concepts and frameworks.
- When referring to an academic source in your answers, you are not expected to provide full bibliographic details. The author's name and the date of publication will be considered acceptable e.g. Senior (2002).
- Erasmus/overseas students are permitted to take a bilingual non-electronic dictionary into the examination room.

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Section A

Section A must relate to the case Study ‘Coffee To Go’

1. The case study indicates ‘Coffee To Go’ is currently underperforming.

   In relation to the case study, identify four HR practices which the organisation, ‘Coffee To Go’ needs to implement to improve organisational performance.

   You must justify your reasons for choosing each HR practice and explain how the HR practice would increase organisational performance, in relation to the case study.

   You must relate your discussion to relevant academic theory as appropriate.
Section B - Answer one question.

2. An article in the September edition of People Management, (2015) explains, Accenture, Deloitte, and Microsoft have discarded the use of traditional formal performance appraisals. Michelle Chance (2015), writing in People Management asks ‘Should other employers be following their lead?’

Evaluate two benefits and two difficulties/limitations of using performance appraisals in the workplace.

Following from your discussion, on the benefits and limitations/difficulties of performance appraisals, conclude whether organisations should use traditional formal performance appraisals.

You must relate your discussion to academic literature and theories as appropriate

3. A CIPD survey (2015), revealed labour turnover is costing organisations, on average, £130,000 a year.

Identify three factors which could be contributing to labour turnover within an organisation. Identify and justify three retention strategies which could help to increase the level of employee retention in an organisation. You must link your retention strategies to the three factors identified above.

You must relate your discussion to academic literature and theories as appropriate

4. The report ‘Britain at Work’, (2015) reveals only 44% of employees believe they are fairly paid, although 55% said they were given a pay rise in the past year. The report also revealed 28% of employees felt their senior leaders were overpaid for their work/contribution.

Evaluate Performance related pay in comparison to Skills Based Pay as a contingent pay scheme to improve fairness and equity of pay within organisations. Evaluate and justify whether organisations should implement a Performance Related Pay scheme or Skills Based Pay scheme, to improve pay equity.

You must relate your discussion to academic literature and theories as appropriate

End of Section B
End of Paper