Examination Period 3: 2016/17

HRM200317N

‘The Hilton Hotel’

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 marks.
  Section B carries 40% of the overall marks.
- 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 exam is not permitted in the examination room. A new copy of the case study on coloured paper 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 here. The author’s name and the date of publication will be considered acceptable e.g. Senior (2002).
- Students are permitted to bring into the examination a bilingual non electronic dictionary.

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Section A

Answer all questions.

Section A must relate to the Case Study ‘The Hilton Hotel’

1. In the case study, ‘The Hilton Hotel’ needs to achieve the following business objective in 2017:

   To increase customer satisfaction scores from 79% to 95%

   In relation to the case study, identify four HR practices which the organisation, ‘The Hilton Hotel’ needs to implement to achieve its business objective for 2017 (as stated above).

   You must justify your reasons for choosing each HR practice and explain how the HR practice would achieve the business objective, in relation to the case study.

   You must relate your discussion to relevant academic theory as appropriate.

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End of Section A
Section B follows overleaf
Section B

Answer one out of three questions from this section.


Evaluate the effectiveness of Performance Related Pay (PRP) as a practice to create high performance and increase productivity, within organisations.

Draw a conclusion on whether Performance Related Pay (PRP) is the most effective contingent pay scheme to increase organisational performance.

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

3. The CIPD Resourcing, Talent and Planning survey (2015) reveals organisations are experiencing difficulties retaining ‘managers and professionals’.

Identify three reasons why it is difficult to retain these particular groups of staff within an organisation.

For each reason, given above, identify and justify a retention strategy which would increase employee retention, for ‘managers and professionals, within an organisation’.

You must link your retention strategies to the three reasons, you have identified above.

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

Section B continues overleaf
4. A report by the CEB (2016) found almost half of managers and employees (42 per cent) believe the performance appraisal process needs vast improvement. Only 4 per cent of HR leaders feel performance reviews are effective. However, removing them can result in a considerable decline in productivity.

Evaluate three difficulties an organisation could experience using performance appraisals in the workplace.

For each difficulty identified, make recommendations as to how organisations could improve the performance appraisal process.

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