Examination Period 3: 2017/18

HRM200318N

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.
- **Question 1** carries 70% of the overall marks.
- **Question 2** carries 30% 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 examination 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 take a bilingual dictionary into the examination room but will not be permitted any extra time.

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Answer all questions.

Question 1 and Question 2 must relate to the case study 'McDonalds.'

**Question 1**

a. McDonalds has identified an effective induction programme, as a High Performance (HR) Work Practice, which would contribute towards sustained organisational performance within the McDonald’s Cambridge Restaurant.

In relation to the case study, identify two further High Performance (HR) Work Practices (HPWP) which could be implemented at the McDonald’s Cambridge restaurant.

You must justify your reasons for choosing each High Performance (HR) Work Practice. You must explain how each High Performance (HR) Work Practice (HPWP) could contribute to creating and sustaining a high-performance work organisation, in relation to McDonalds.

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

b. The McDonald’s Cambridge restaurant has a high 90-day labour turnover rate (i.e: the proportion of new starters leaving before they have completed three months service). The Store/Business Manager has identified one reason contributing to the high 90-day labour turnover rate, is the current induction programme.

In relation to the case study, identify two further reasons why employees maybe leaving the Cambridge McDonald’s restaurant, within the first 90 days of their employment. For each reason given, identify and justify a retention strategy which would increase employee retention within the 90-day period.

You must relate your discussion to academic literature and theories as appropriate.
Question 2

Within the McDonald’s Cambridge restaurant, 100% of Crew Members commented their induction was ‘of no use’.

In relation to the case study, design a new and effective induction plan for a McDonald’s Crew Member, for the first two months of their employment.

Explain what you intend to be achieved in the first two months of employment.

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

End of Paper