Examination Period 3: 2018/19

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 60% of the overall marks.
- **Question 2** 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 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).

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<thead>
<tr>
<th>No. of Pages</th>
<th>2</th>
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<tr>
<td>No. of Questions</td>
<td>2</td>
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Answer all questions.

Question 1 and Question 2 must relate to the case study ‘Teachers’.

**Question 1**

In relation to the case study, identify three High Commitment HR Practices which could be implemented to improve the productivity of teachers within the school.

You must justify your reasons for choosing each High Commitment HR Practice.

You must explain how each chosen HR Practice could contribute to creating and sustaining a high-performance work organisation, in relation to the case study.

You must also provide one example of how you would create and sustain a culture of High Performance Working, within the organisation in the case study.

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

**Question 2**

The case study highlights the difficulties schools face in retaining teachers. In relation to the case study, identify two reasons, teachers are leaving the profession.

For each reason given, identify and justify a retention strategy which would increase the retention of teachers, for both newly qualified teachers (NQT) and mid-career teachers.

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