Examination Period 2: 2018/19

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

Instructions to students:

- Enter your student number *not* your name on all answer books.
- Answer **three** out of **seven** questions.
- All questions are equally weighted unless otherwise stated. Where a question has more than one part the division of marks is stated.
- Students are permitted to take **one** sheet of A4 paper into the examination room with up to 15 lines of notes on it. Notes can be handwritten or typed (not less than 12pt). All notes should be attached to the answer book at the end of the examination.
- Students are permitted to remove this examination paper at the end of the examination.
- In order to attain the pass grade all answers must be adequately supported by academic and/or practitioner literature.

| No. of Pages | 4 |
| No. of Questions | 7 |
Answer three out of seven questions.

1. **Performance Related Pay**

   Analyse the range of contexts and circumstances in which Individual Performance Related Pay is (a) most likely and (b) least likely to influence employee performance.

   In answering this question you **must** refer to relevant theories and different types of occupations at manual, professional and managerial levels.

   **Total: 100 marks**

2. **Performance Appraisal**

   Analyse the strengths and weaknesses of different types of performance appraisal systems and identify ways in which organisations can enhance the chances of future appraisal systems being effective.

   **Total: 100 marks**

3. **Training and Development**

   a. Explain what is involved in the GROW method of coaching and provide a brief outline of its potential value in contributing to performance improvements.

      **(60 marks)**

   b. Discuss the arguments for and against using line managers as coaches as opposed to using external coaches.

      **(40 marks)**

   **Total: 100 marks**

4. **Absence Management**

   Hutchinson (2013, p.235) states ‘The relationship between sickness absence and presenteeism, or the decision to attend work or not when sick, is complex and influenced by a number of social, cultural, organisational and individual factors.’

   Explain the meaning of this statement and discuss its implications for managing absence effectively.

   **Total: 100 marks**
5. **Disciplinary practices and Performance**

'Tackling poor performance via disciplinary processes can be an effective way of bringing about improvements if done properly'.

a. Explain what is involved in the performance improvement process and what can sometimes go wrong in implementing it.

(60 marks)

b. Analyse why poor performance is sometimes not tackled well or may not even be tackled at all in some organisations.

(40 marks)

**Total: 100 marks**

6. **Organisational Training and Development**

The partner in a small but growing company in the upmarket clothes design and manufacturing business, employing almost 80 staff, has spoken to you about improving the ways in which the organisation manages learning and development processes in order to promote performance improvements.

Currently they have only carried out some small scale training related to customer service and health and safety but recognise a lot more could be done to increase their market share, reputation and employee competencies. He has asked you to advise him and the management team on how to plan, manage and evaluate future training and development. He knows you have completed a CIPD Advanced Standards programme and has asked you to write a paper advising him on the key issues.

Explain what you will say in your paper.

**Total: 100 marks**
7. **HR Practices and organisational performance**

You are the HR manager of a team of 8 in a medium sized company which has 2 sites. Your Managing Director informs you that the organisation is considering outsourcing the HR Department because the Board of Directors are not convinced of its contribution to the business.

You have been asked to produce a paper for the next Board meeting to argue the case for keeping the current HR team and to explain the evidence of how HR can add value and contribute to organisational success. He is keen to hear what academics have found about this and expects to hear both theories and evidence.

Explain what your main arguments will be.

**Total: 100 marks**

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**End of Paper**