



# **Tutorial Letter 201/2/2018**

## **Performance Management Practices**

### **HRM2604**

### **Semester 2**

## **Department of Human Resource Management**

THIS TUTORIAL LETTER CONTAINS FEEDBACK  
ON ASSIGNMENT 01 AND INFORMATION  
ABOUT THE EXAMINATION.

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Dear Student

By now you should have received the following study material for HRM2604:

STUDY MATERIAL	CONTENT
HRM2604/SG001/4/2018	Workbooks 00–09.
HRM2604/101/3/2018	Introduction, overview, lecturer and contact details, module-related resources, student support services, how to study online, study plan, assessment, new language policy, FAQs, SABPP, conclusion. Appendices – compulsory assignments (Semester 1), compulsory assignments (Semester 2), self-assessment assignment, comments on self-assessment assignment, schedule (Semester 1), schedule (Semester 2) and welcome page for HRM2604.
HRM2604/201/2/2018 <i>(this tutorial letter)</i>	Introduction, myUnisa, the examination, prescribed book, feedback on Assignment 01 (second semester), and concluding remarks.

If you have not yet received these study material items, please download them from myUnisa or consult the *Study @ Unisa* brochure. Unfortunately, lecturers cannot send tutorial letters or study guides to students.

## 1 INTRODUCTION AND WELCOME

I trust that you are enjoying this module. The purpose of this tutorial letter is to provide feedback on Assignment 01 and to give you additional information about the examination. Please read it carefully.

## 2 myUnisa

You will need to use the myUnisa portal to study and complete the learning activities. The website for your module is HRM2604-17-S2 for Semester 2 students – please visit it as often as you can, as doing so will significantly enhance your learning experience. You will find more information on getting started and using myUnisa in Tutorial Letter 101.

Consult the *Study @ Unisa* brochure for more information about myUnisa. I would like to encourage you to submit your assignments via myUnisa. However, online assignment submission is just one of the many benefits that myUnisa offers.

If you are already using the system, keep on visiting the site regularly.



If you do not have internet access at home or at work, other options are to visit the Unisa library, your local library, your closest community centre, an internet café, or the home of a friend or family member to access the internet. **I would like to invite you to share interesting articles or information relating to the content of HRM2604 with me, so that I can share this material with your fellow students as well. I would love to hear from you.**

## 3 THE EXAMINATION

### 3.1 General

In the past, students have asked me for examination tips. Please refer to Tutorial Letter HRM2604/101/3/2018, this tutorial letter and the module site on myUnisa for information about the examination. ***I cannot give you any additional information, but you are welcome to contact me if you need help in understanding the module content in preparation for the examination.***

### 3.2 Format of the examination paper

The examination paper will consist of **five** essay questions (of 25 marks each), of which you must answer **three** (for a total of 75 marks). These questions may be subdivided into paragraph-type questions. There will be **no multiple-choice questions** in the examination paper. You may be expected to draw diagrams that you have encountered in the course of your studies.

The duration of the examination is **two** hours.

It is a closed-book examination.

**Please study the following sections to prepare for the examination:**

<b>WORKBOOK</b>	<b>RELEVANT CHAPTERS AND SECTIONS IN THE PRESCRIBED BOOK</b>
<b>Workbook 01</b>	Chapter 1: 1.1 – 1.3, 1.5, 1.6
<b>Workbook 02</b>	Chapter 2: 2.1 – 2.6
<b>Workbook 03</b>	Chapter 3: 3.1 – 3.2
<b>Workbook 04</b>	Chapter 4: 4.1 – 4.4
<b>Workbook 05</b>	Chapter 5: 5.1 – 5.2
<b>Workbook 06</b>	Chapter 6: 6.1 – 6.7
<b>Workbook 07</b>	Chapter 7: 7.1 – 7.6
<b>Workbook 08</b>	Chapter 8: 8.1 & 8.3
<b>Workbook 09</b>	Chapter 9: 9.1 – 9.4 (excluding 9.3.3)

For more detail about the format of the examination paper, please refer to Tutorial Letter HRM2604/101/3/2018.

### **3.3 Examples of examination questions**

The examination questions will be similar in format to those in Assignment 02 and the self-assessment assignment (Assignment 03) in Tutorial Letter 101. If you are able to answer these questions and master all the learning outcomes of the module, you should have no trouble in the examination. If you are struggling with this module, please contact me for advice. Previous examination papers will be available on myUnisa. Please work through these, as they will provide you with good examples of the types of examination questions that will be asked in the October/November 2018 examination.

### **3.4 Year mark and final assessment mark**

As explained in Tutorial Letter HRM2604/101/3/2018, your final assessment mark for the module will be a combination of a year mark (made up of your marks for Assignments 01 and 02) and an examination mark.

You earn a year mark by submitting **Assignments 01 and 02**. The marks you obtain for these assignments will be added to your examination mark in order to calculate your final assessment mark for this module. Your assignment marks will contribute a maximum of 20% (10% each) to the final assessment mark for the module, while the examination mark will contribute 80%. To be admitted to write the examination you must submit Assignment 01 or 02 to reach Unisa on or before the due date, but the marks you obtain for **both** assignments contribute towards your final mark. Therefore, although you will be admitted to the examination after having submitted Assignment 01, you will forfeit 10% of your final mark if you do not submit Assignment 02. To pass the module, you must obtain a final assessment mark of 50% or higher.

**Irrespective of your year mark, in order to pass the module you must obtain a subminimum of 40% in the examination. According to Unisa's assessment policy, your year mark will not be taken into account if you obtain less than 40% in the examination. In that case, the mark you obtain in the examination will be your final mark. You will not pass this module if your examination mark is less than 40%.**

Supplementary examinations may be granted provided you obtain a subminimum of 40% in the examination. You cannot apply for a supplementary examination.

Aegrotat or special examinations must be applied for within 10 days of the original exam date.

If you write a **supplementary, aegrotat or special examination**, your year mark will be taken into account when your final mark is calculated. Please refer to *Study @ Unisa* for more information.

**Remember, it is your responsibility to contact us to enquire whether the prescribed material will be the same during the next academic period or not.**

### 3.5 Re-marks and re-checks



If you want to request a re-mark or re-check of your examination script after the results have been released, please **do NOT contact your lecturers. You will find the official procedure to follow in the *Study @ Unisa* brochure.**

## 4 PRESCRIBED BOOK

As stated in Tutorial Letter HRM2604/101/3/2018, your prescribed book for this module is the following:

Aguinis, H. 2016. *Performance management* (Unisa custom edition, HRM2604). Pearson. ISBN: 9781784490072

## 5 FEEDBACK ON ASSIGNMENTS FOR THIS SEMESTER

The assignments for both semesters were included in the study guide (SG001). You will receive feedback only on the assignments that are applicable to the semester for which you are registered.

**Please do not contact the lecturers to request copies of the tutorial letters containing feedback on the assignments for the semester that you are not registered for.**

Registration for Semester 2 – 2018	
Assignment	Tutorial letters in which feedback will be provided
01	HRM2604/201/2/2018 (This tutorial letter)
02	HRM2604/202/2/2018 (Will be uploaded onto myUnisa after the due date for Assignment 02)
03	HRM2604/101/3/2018 (Self-assessment – answers already provided)

## 6 FEEDBACK ON ASSIGNMENT 01 (SECOND SEMESTER)

Below you will find feedback on Assignment 01.

Question 1	
<p>At the end of each year the manager of the department evaluates staff performance. The standards for performance are based on individual competence and this type of performance meeting only occurs once a year.</p> <p>What is this type of process called?</p> <p>1 performance management 2 performance planning <b>3 performance appraisal</b> 4 performance feedback</p>	
CORRECT ANSWER	DISCUSSION
<p><b>The correct answer is option 3.</b></p> <p>Refer to your prescribed book: Chapter 1 – Performance Management and Reward Systems in Context</p> <p>Section 1.1 – Definition of Performance Management</p>	<p>Option 3 is correct. Performance appraisals are usually conducted once a year, with a focus on individual performance or competence. Therefore, the process described in the scenario is performance appraisal.</p> <p>Option 1 is incorrect. Performance management is, by definition, a continuous process, and it therefore cannot take place only once a year. Also, performance management looks at individual, departmental and team performance, and has a much broader focus.</p> <p>Option 2 is incorrect. Performance planning is the second stage of the performance management process. It includes a discussion between an employee and a supervisor of results to be achieved, behaviour required and developmental plans to be drawn up.</p> <p>Option 4 is incorrect. Performance feedback is the process whereby a supervisor provides an employee with feedback on his/her performance.</p> <p>For a comparison between performance management and performance appraisals, please consult table 1.1 in your study guide.</p>
Question 2	
<p>Fatima is an intern at a large marketing company. She works very hard and is a dedicated individual. She takes her formal administrative roles very seriously and fulfils them well. However when it comes to meetings, Fatima sits quietly and only takes down the minutes without providing an input. When she has her mid-year review with her supervisor, she is surprised to learn that she is not only encouraged to participate in meetings and projects but it is actually expected of her.</p> <p>How did performance management make a contribution in the scenario above?</p> <p>1 <b>The definitions of job and criteria are clarified.</b> 2 Administrative actions are more fair and appropriate. 3 Self-esteem is increased. 4 Organisational goals are made clear.</p>	
<p><b>The correct answer is option 1.</b></p>	<p>Performance management offers many advantages and contributes in many ways to an organisation or to an employee. These are discussed in detail in your prescribed book in section 1.2 of chapter 1.</p>

<p>Refer to your prescribed book: Chapter 1 – Performance Management and Reward Systems in Context</p> <p>Section 1.2 – The Performance Management Contribution</p>	<p>In this scenario, Fatima believed that her role was just to quietly take the minutes of meetings. She did not know that she was expected to also make a contribution to the meeting, or that her opinion would matter. When she meets with her supervisor at the mid-year review, he clarifies her role and explains the finer details of her job to her. Option 1 is correct.</p> <p>Options 2, 3 and 4 refer to some of the other contributions of performance management, but they are not correct with reference to this scenario.</p>
<p style="text-align: center;"><b>Question 3</b></p> <p>Thomas is a manager who is tasked with the very challenging decision of suspending the contracts of employees who have been on probation based on their performance. Luckily for Thomas he has a detailed record of the performance of each team member from every PM meeting that took place over the three month period. This allows him to make the correct decision.</p> <p>Which purpose of PM is being fulfilled in the scenario?</p> <p>1      strategic 2      informational <b>3      administrative</b> 4      developmental</p>	
<p><b><i>The correct answer is option 3.</i></b></p> <p>Refer to your prescribed book: Chapter 1 – Performance Management and Reward Systems in Context</p> <p>Section 1.5 – Aims and Role of PM Systems</p>	<p>Option 3 is correct. Performance management provides the information required to make administrative decisions about employees. These decisions could include salary adjustments, promotions, demotions, employee retention or termination, recognition of superior performance, identification of poor performers, layoffs and merit increases. In this case, Thomas uses the information that he has acquired from the performance management process over the three-month probation period to make a decision on which employees will be given permanent employment and which contracts to suspend based on poor performance.</p> <p>Option 1 is incorrect. The strategic purpose helps in the achievement of the strategic goals of the company by linking individual goals to organisational goals.</p> <p>Option 2 is incorrect. PM informs employees about how they are doing and provides them with information on how to improve.</p> <p>Option 4 is incorrect. The developmental purpose incorporates feedback to help employees reach developmental goals.</p> <p>These and other purposes of PM are discussed in section 1.5 of your prescribed book. Study each one so that you are able to distinguish one from another.</p>

#### Question 4

Which one of the following statements displays the organisational maintenance purpose of performance management?

- 1 **the compilation of talent inventories to inform workforce planning**
- 2 using performance management information to coach employees and improve performance
- 3 the promotion of an employee based on prior records of performance
- 4 communication of important information for developmental purposes

**The correct answer is option 1.**

Refer to your prescribed book:  
Chapter 1 – Performance Management and Reward Systems in Context

Section 1.5 – Aims and Role of PM Systems

Option 1 is correct. An important purpose of performance management is to provide information to be used in workforce planning. Workforce planning comprises a set of systems that allows organisations to anticipate and respond to needs in the internal and external environment, and in turn to allocate human resources where these will be optimally utilised. In order for this to be accomplished, a talent inventory must be available. This is achieved through the PM system.

Option 2 is incorrect. Using PM information to coach an employee and improve performance is part of the developmental purpose of PM.

Option 3 is incorrect. When prior records of staff are used to make administrative decisions such as promotions, this is seen as serving the administrative purpose.

Option 4 is incorrect, because the communication of important information to employees regarding their performance is seen as a developmental purpose of PM.

#### Question 5

Which one of the following statements provides a good description of a performance management system?

- 1 a system that involves employee evaluations once a year
- 2 a system that provides a systematic description of an employee's strengths and weaknesses
- 3 **a system that includes a continuous process with alignment to strategic goals**
- 4 a system that identifies poor performers with no room for improvement

**The correct answer is option 3.**

Refer to your prescribed book:  
Chapter 1 – Performance Management and Reward Systems in Context

Section 1.1 – Definition of Performance Management

Option 3 is correct, because performance management is a very broad concept. It is an ongoing, continuous process of identifying, measuring and developing the performance of individuals and teams. It is also a process for aligning the performance of employees with the strategic goals of the company. In a PM system, supervisors provide employees with coaching and feedback to help them improve their performance.

Option 1 is incorrect, since it is clearly stated and emphasised that PM is a continuous process, and that it does not take place just once a year. A number of PM meetings should be held throughout the year.

Option 2 is incorrect, as it refers to a performance appraisal system. Although performance appraisal is an important component or facet of performance management, it does not fulfil all the purposes of performance management as a complete system.

Option 4 is incorrect, because a PM system will identify poor performers, but it will also provide coaching, feedback and strategies to help with the improvement of performance. One of the goals of effective PM is to help



	employees to develop themselves in weak areas and to capitalise on their strengths.
<p style="text-align: center;"><b>Question 6</b></p> <p>What is the process that must be followed to determine the key components of a specific job?</p> <p>1      job description 2      job evaluation <b>3      job analysis</b> 4      job worth</p>	
<p><b>The correct answer is option 3.</b></p> <p>Refer to your prescribed book: Chapter 2 – Performance Management Process</p> <p>Section 2.1 – Prerequisites</p>	<p>Option 3 is correct. In order to understand the job in question and to determine the key components of the job, a job analysis must be conducted.</p> <p>Option 1 is incorrect. A job description is the outcome of job analysis.</p> <p>Option 2 is incorrect. A job evaluation is the process of determining the relative worth of a job.</p> <p>Option 4 is incorrect. Job worth is not a process, it is the outcome of job evaluation.</p>
<p style="text-align: center;"><b>Question 7</b></p> <p>Amelia is scheduled to have a meeting with her supervisor to plan her work and performance for the next six months. Amelia prepares for the meeting by making a list of competencies that she needs in order to achieve the required results.</p> <p>When considering the competencies of an employee, which approach to measuring performance is being used?</p> <p>1      <b>behaviour</b> 2      result 3      trait 4      competency</p>	
<p><b>The correct answer is option 1.</b></p> <p>Refer to your prescribed book: Chapter 4 – Measuring Results and Behaviours</p> <p>Section 4.4 – Approaches to Measuring Performance</p>	<p>Option 1 is correct. An important component of the planning phase of performance management is choosing a measurement approach. In this case, Amelia anticipated that the discussion with her supervisor would include competencies, and prepared herself well in advance. Competencies are discussed when the behaviour approach to measuring performance is being used.</p> <p>Options 2 and 3 are incorrect. Competencies are not discussed as part of the results or trait approaches to measuring performance.</p> <p>Option 4 is incorrect. Competency is not a type of approach to measuring performance. Competencies are measurable clusters of skills, knowledge and abilities (KSAs).</p>

### Question 8

Mark is the supervisor of a team of librarians at the Pretoria Central Library. His team adores him and feels that he is always looking out for their best interests. One of the things that Mark's team loves about him is that he identifies training opportunities for each team member based on their individual needs. He also ensures that there are enough funds available for each of them. He does this throughout the year and, by doing so, he has enriched each member of his team on a professional level.

Which issue has Mark taken responsibility for in the scenario above?

- 1 **providing resources**
- 2 preparing for performance reviews
- 3 ongoing performance feedback and coaching
- 4 reinforcement of effective behaviours

**The correct answer is option 1.**

Refer to your prescribed book:  
Chapter 2 –  
Performance  
Management Process

Section 2.3 –  
Performance  
Execution

At the performance execution stage, there are certain factors which must be present and which are the responsibility of the supervisor.

Option 1 is correct. Supervisors should provide employees with resources and opportunities to participate in developmental activities. They should encourage participation in training and sponsor employees when possible. Mark has done a fantastic job of providing his team with needed resources.

Options 2 and 3 are incorrect. Preparing for performance reviews and providing feedback to the supervisor are areas for which the employee must take responsibility.

Option 4 is incorrect. Reinforcement occurs when supervisors acknowledge outstanding behaviour and reinforce it, which shows progress towards goals.

### Question 9

Think about the job of an HR manager whose performance is measured by the results approach. Which one of the following would best characterise the following action:

*“Ensure that the administration of salaries is completed by the 15th of each month.”*

- 1 **objective**
- 2 performance standard
- 3 key accountability
- 4 competency

**The correct answer is option 1.**

Refer to your prescribed book:  
Chapter 2 –  
Performance  
Management Process

Section 2.2 –  
Performance  
Planning

In the performance planning stage, results, behaviour and development plans are considered. Each of these is further broken down into different items which must be considered. Results refer to what needs to be done or the outcomes that must be produced. A consideration of results includes key accountabilities, objectives and standards.

Option 1 is correct. Objectives are statements of important and measurable outcomes. The action stated above is important for the role of HR manager, and is measured by the percentage and timeframe allocated.

Option 2 is incorrect. A performance standard is a yardstick used to evaluate how well an employee has done the job.

Option 3 is incorrect. Key accountabilities are broad areas of a job for which an employee is responsible to produce results. The action of salary administration

	<p>could be seen as a key accountability. This option is incorrect, since the question was more specific.</p> <p>Option 4 is incorrect. Competencies are included when the behaviour approach is used to measure performance.</p>
<p><b>Question 10</b></p> <p>Supervisor: "I have a meeting with Jack in an hour to give him feedback on his performance. The worst part is that he really isn't doing that well."</p> <p>In which stage of the PM process would this type of meeting occur?</p> <p>1 performance planning  <b>2 performance review</b>  3 performance execution  4 performance renewal</p>	
<p><b>The correct answer is option 2.</b></p> <p>Refer to your prescribed book:  Chapter 2 – Performance Management Process</p> <p>Section 2.5 – Performance Review</p>	<p>In workbook 02 you were introduced to the PM process and the different stages that it entails. You must be able to distinguish one stage from the next, not only in theory, but also from a practical point of view.</p> <p>Option 2 is correct. The meeting that the supervisor is referring to in the scenario is called an appraisal meeting, at which employees are given feedback on their performance. This takes place during the performance review stage of the PM process.</p> <p>Options 1, 3 and 4 are other stages of the PM process, but the review meeting does not take place during any of these stages.</p>
<p><b>Question 11</b></p> <p>Which type of plan serves as a blueprint and defines how an organisation will allocate resources in the achievement of goals?</p> <p>1 development plan  <b>2 strategic plan</b>  3 resources plan  4 performance plan</p>	
<p><b>The correct answer is option 2.</b></p> <p>Refer to your prescribed book:  Chapter 3 – Performance Management and Strategic Planning</p> <p>Section 3.1 – Definition and Purposes of Strategic Planning</p>	<p>This is a basic question that you should have been able to answer with ease.</p> <p>Option 2 is correct. Strategic planning is of the utmost importance to an organisation for many reasons. It is a process that involves describing the organisation's destination, assessing barriers that stand in the way of that destination and selecting approaches for moving forward. In other words, it serves as a blueprint of how the organisation will achieve its goals.</p> <p>Option 1 is incorrect. Development plans specify courses of action to be taken by an employee to improve performance.</p> <p>Options 3 and 4 are not types of plans, and are therefore incorrect. There is no such thing as a resources or a performance plan.</p>

### Question 12

The construction industry has changed drastically in the past few years. Johan has been operating his business for many years, but he thinks it is time to reconnect with his customers. He decides to send all his loyal customers a questionnaire to find out what their needs are. He wants to use this information to provide a more customised approach to each customer.

What process is Johan conducting in the scenario above?

- 1 internal environmental analysis
- 2 customer satisfaction survey
- 3 **external environmental analysis**
- 4 customer complaints survey

**The correct answer is option 3.**

Refer to your prescribed book:  
Chapter 3 – Performance Management and Strategic Planning

Section 3.2.1 – Strategic Planning

Option 3 is correct. The first step in developing a strategic plan is to conduct an environmental analysis. The environment is divided into the external and internal environment. In the scenario above, Johan is obtaining information about his customers' needs, which forms a part of the external environment. He is looking for opportunities in the market. Therefore this option is clearly correct. Some other external factors are: economic factors, political factors, social factors, technological factors, competitors and suppliers.

Option 1 is incorrect. The internal environment comprises the organisational structure, culture and processes, and the size of the organisation.

Options 2 and 4 are incorrect. Johan is conducting an analysis of his customers' needs, and not a complaints or satisfaction survey.

### Question 13

In developing the strategic plan of the company, the organisation must determine what it would like to become in the future.

How is this information documented?

- 1 **vision statement**
- 2 strategic plan
- 3 goal setting
- 4 mission statement

**The correct answer is option 1.**

Refer to your prescribed book:  
Chapter 3 – Performance Management and Strategic Planning

Section 3.2.1 – Strategic Planning

Option 1 is correct. As the word implies, a vision statement is a statement of future aspirations. The organisation must decide where it wants to be and what it would have accomplished in the near future (in about ten years' time).

Option 2 is incorrect. A strategic plan is the culmination of all the information collected by means of an environmental analysis, mission statement, vision statement, goals, strategies and job descriptions.

Option 3 is incorrect. Goal setting refers to the process of setting goals which are achievable, realistic and measurable.

Option 4 is incorrect. After the environmental analysis has been completed, the organisation must determine who they are and what they want to do. This information, together with the information that was obtained from the analysis, will be used to create the organisation's mission statement.

**Question 14**

Your company has just launched a new product aimed at tourists. The launch coincides with the annual festival where the company is based which attracts many tourists every year.

What type of situation is present in the scenario above?

- 1 threat + weakness = problem
- 2 opportunity + weakness = constraint
- 3 threat + strength = vulnerability
- 4 **opportunity + strength = leverage**

**The correct answer is option 4.**

Refer to your prescribed book:  
Chapter 3 –  
Performance Management and Strategic Planning  
  
Section 3.2.1 –  
Strategic Planning

Once external and internal issues have been considered, information is collected regarding strengths, weaknesses, opportunities and threats. This information is used to conduct a gap analysis, during which the external environment is considered in relation to the internal environment. This combination can lead to certain situations.

Option 4 is correct. In this scenario there is an external opportunity present, which is the annual festival which many tourists attend. The internal situation is also highly favourable, since the company has just launched a new product which is aimed specifically at tourists. This is seen as an internal strength. Therefore, since **opportunity + strength = leverage**, a leverage situation has occurred in the scenario above.

Options 1, 2 and 3 refer to situations with different combinations of strengths, weaknesses, opportunities and threats. Remember to correctly identify the situation when you are given a scenario like this. For a detailed explanation of each of these situations, refer to your prescribed book.

**Question 15**

Which one of the following statements is true regarding the strategic plan of an organisation?

- 1 **Strategy must cascade down through the organisation.**
- 2 Strategy must ascend upwards through the organisation.
- 3 Individual and team performance have no impact on the strategic plan.
- 4 Each unit's mission and vision are different from those at organisational level.

**The correct answer is option 1.**

Refer to your prescribed book:  
Chapter 3 –  
Performance Management and Strategic Planning  
  
Section 3.2 – Process of Linking Performance Management to the Strategic Plan

Option 1 is correct. The strategic plan must be linked with individual performance; therefore, strategy must cascade down through the organisation. This means that the strategy of the organisation must be seen in each unit's strategy, in each job description and in each individual's performance.

Option 2 is incorrect. Strategy cannot start from the bottom and work its way up; it must come from the top down.

Option 3 is incorrect. Both individual and team performance have an impact on the strategic plan of an organisation.

Option 4 is incorrect. Each unit's mission and vision must be integrated with the organisation's mission and vision; it should not be different.

### Question 16

"I might not be qualified on paper, but ask me how to do any of the tasks of this job and I can show you each one."

Which determinant of performance is referred to here?

- 1 declarative knowledge
- 2 procedural knowledge**
- 3 motivation
- 4 deliberate practice

**The correct answer is option 2.**

Refer to your prescribed book:  
Chapter 4 – Defining Performance and Choosing a Measurement Approach

Section 4.2 – Determinants of Performance

A combination of three factors allows some people to perform at higher levels than others. These factors are referred to as the determinants of performance, and are described in more detail below:

- ✓ Declarative knowledge: Information about facts, things and task requirements.
- ✓ Procedural knowledge: Combination of knowing what to do and how to do it (this includes cognitive, physical, perceptual, motor and interpersonal skills).
- ✓ Motivation: Motivation involves choice behaviours (choice to expend effort, level of effort and choice to persist in that level of effort).

Option 2 is correct. In the scenario above, the individual expresses an ability in terms of knowing what to do. In other words, he/she possesses procedural knowledge.

Option 1 is incorrect. The individual does not have declarative knowledge, as he/she does not have a formal qualification which usually teaches this type of determinant.

Option 3 is incorrect. There is no reference to motivation in the scenario.

Option 4 is incorrect. Deliberate practice is not a determinant of performance, but a type of practice which is done consistently and which leads to success and increased performance.

### Question 17

If an employee lacks knowledge about facts, principles and goals that are related to his or her work, how will this affect performance?

- 1 Performance will have a value of 0.**
- 2 Performance will not be affected.
- 3 Performance will be increased.
- 4 Performance will decrease but will have a value higher than 0.

**The correct answer is option 1.**

Refer to your prescribed book:  
Chapter 4 – Defining Performance and Choosing a

As stated in the previous question, a combination of three factors (also known as determinants of performance) allows some people to perform at higher levels than others. These factors are: 1) declarative knowledge, 2) procedural knowledge and 3) motivation. Declarative knowledge includes information about principles, facts and goals. If this is lacking, we must look at the relationship between this factor and the others to determine the effect that it has on performance. The relationship is as follows:

<p>Measurement Approach</p> <p>Section 4.1: Determinants of Performance</p>	<p>Performance = Declarative knowledge X Procedural knowledge X Motivation</p> <p>Option 1 is correct. If any of the determinants has a value of 0, then performance will also have a value of 0. Therefore, if an employee lacks declarative knowledge, performance will have a value of 0.</p> <p>Options 2, 3 and 4 are incorrect, as explained by the relationship between the determinants above.</p>
<p><b>Question 18</b></p> <p>Which approach to measuring performance is being used if an employee's intelligence is being measured?</p> <p>1 behaviour 2 <b>trait</b> 3 results 4 task</p>	
<p><b>The correct answer is option 2.</b></p> <p>Refer to your prescribed book: Chapter 4 – Defining Performance and Choosing a Measurement Approach</p> <p>Section 4.4 – Approaches to Measuring Performance</p>	<p>There are three approaches to measuring performance: behaviour, results and trait approaches. Depending on the unique circumstances of the job and the individual, one of these approaches must be used.</p> <p>Option 2 is correct. The trait approach emphasises the individual performer and ignores the specific situation, results and behaviour. Raters evaluate relatively stable traits of an individual. Traits include abilities, intelligence and capabilities. Therefore, if an employee's performance is being measured based on his/her intelligence, then the trait approach would be used.</p> <p>Options 1 and 3 are incorrect. The behaviour approach is used when raters evaluate what an employee does on the job, while the results approach is used when the outcome or results of the job are measured.</p> <p>Option 4 is incorrect. A task approach is not one of the approaches to measuring performance.</p>
<p><b>Question 19</b></p> <p>Ahmed works in a motorbike manufacturing company. Ahmed deals with the mechanical aspects of each bike and then hands it over for quality assurance. Each motorbike must still go through many other checks and instalments before the bike is complete. Therefore his job is specific to only one aspect of the final product.</p> <p>Which approach should be used to measure Ahmed's performance?</p> <p>1 <b>behaviour</b> 2 results 3 trait 4 task</p>	
<p><b>The correct answer is option 1.</b></p> <p>Refer to your prescribed book: Chapter 4 – Defining Performance and</p>	<p>As stated above, there are three approaches to measuring performance: behaviour, results and trait approaches.</p> <p>Option 1 is correct. Since Ahmed's job is highly process oriented, his performance should be measured by the behaviour approach. The behaviour approach emphasises what employees do on the job, and does not consider employees' traits or the outcomes/results of their behaviour. Ahmed's</p>

<p>Choosing a Measurement Approach</p> <p>Section 4.4 – Approaches to Measuring Performance</p>	<p>performance can be measured by placing emphasis on the way he does his job.</p> <p>Option 2 is incorrect. The results approach should not be used because the final result is accomplished only much later, after Ahmed has completed his part and other employees have also contributed to the process.</p> <p>Option 3 is incorrect. The trait approach is not applicable to Ahmed’s type of job either since it does not include an assessment of any type of traits.</p> <p>Option 4 is incorrect. A task approach is not one of the approaches to measuring performance.</p>
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**Question 20**

Carly is a computer technician. She has many different approaches to fixing computers and uses different techniques, depending on the problem.

Ideally, which approach should be used to measure Carly’s performance?

1      trait  
2      task  
3      behaviour  
4      **results**

<p><b>The correct answer is option 4.</b></p> <p>Refer to your prescribed book: Chapter 4 – Defining Performance and Choosing a Measurement Approach</p> <p>Section 4.4 – Approaches to Measuring Performance</p>	<p>The three approaches to measuring performance are the behaviour, results and trait approaches.</p> <p>Option 4 is correct. Since Carly’s job is highly technical and she can use different approaches depending on the problem, the results approach would be the ideal one to measure her performance. When there are many ways to do the job correctly, the results approach is used. This means that her performance can be measured by the quality and quantity of the computers that she fixes. The results approach is focused on the outcomes and results produced by an employee. Therefore this approach is outcomes oriented and not process oriented.</p> <p>Option 1 is incorrect, as the trait approach is used only in very rare circumstances, which are not applicable to Carly’s situation. For more detail on the trait approach, refer to your prescribed book.</p> <p>Option 2 is incorrect. A task approach is not one of the approaches to measuring performance.</p> <p>Option 3 is incorrect, as the behaviour approach will not be suitable in Carly’s situation owing to the nature of her job. For more detail on this approach, please refer to your prescribed book.</p>
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## 7 IN CLOSING

I hope that you have found these guidelines helpful. Should you have any questions about the content of this module, or about this assignment, you are most welcome to contact me. You will find my contact details in Tutorial Letter HRM2604/101/3/2018.

All the best for Assignment 02!

Kind regards

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