

HRM2604

October/November 2013

PERFORMANCE MANAGEMENT PRACTICES

Duration 2 Hours

75 Marks

EXAMINERS :
FIRST
SECOND .

MRS M MOOSA
MRS EM MAIMELA

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue.

This paper consists of five (5) pages

This is a closed-book examination. You may not consult notes of any kind, or any person except the invigilator, during the examination session.

INSTRUCTIONS:

- 1 ANSWER ANY **THREE (3)** OF THE FOLLOWING FIVE (5) QUESTIONS
2. Write neatly and legibly
3. Write the numbers of the questions you choose to answer on the cover of the examination answer book in the space provided
4. Read through all the scenarios and questions first, and then decide which questions you would like to answer

GOOD LUCK!

[TURN OVER]

QUESTION 1

Read through the scenario below and answer the questions that follow

Lost Inc. is a travel agency that specialises in unusual travel destinations for its customers. It has found a niche in the market and is growing into a large and highly successful company. Lost Inc. has grown so fast that its founder, Jack Shepherd, has not had any time to implement the correct processes and systems that a company needs to function effectively. An example of this is the performance management system at Lost Inc.

The only way that performance is managed is during an informal meeting between Jack and each employee at the end of the year. This meeting is based on individual goals and performance only and does not account for the strategic goals of the company. In addition Jack does not use the same set of standards and criteria to measure the performance of his employees even if they are performing the same tasks.

After Jack meets with every employee he rates their performance. Thereafter he e-mails a list of the names and performance ratings of all the employees to the entire company. Jack feels that this shows transparency and he believes that the performance management system is a success.

- 1.1 Identify and discuss the two components of performance management that are lacking at Lost Inc (6)
- 1.2 The employees at Lost Inc feel that the performance management system has not been implemented correctly Discuss four (4) consequences/dangers of this (8)
- 1.3 Advise Jack on the prerequisites for a performance management system to be implemented (2)
- 1.4 What do you think Jack has done incorrectly in the scenario above and what should he do differently? (9)

[25]

[TURN OVER]

QUESTION 2

Read through the scenario below and answer the questions that follow

Lily and Robin work together at Brooklyn Bank. They have each recently graduated with a degree in financial management and it is their first full-time job. In the first month of work they were introduced to their jobs. Their supervisor gave them a clear indication of what is expected of them, what their roles and duties are, the results they must produce, the behaviour they must display and also helped them to draw up their developmental plans. After a clear purpose was established, Lily and Robin began working.

Lily has eased into working life without a problem and she is really enjoying working at the bank. She has frequent informal meetings with her supervisor, has committed herself to a number of goals and is constantly appraising her own work. Robin on the other hand is struggling with her duties. She is even considering quitting her job and lacks the motivation to perform. After a number of months of poor performance, Robin decided to ask her supervisor for help. He has provided her with useful guidance and coaching. She has been doing very well ever since. So by the end of the year Robin has gained the knowledge, skills and motivation that she once required.

At the performance appraisal, Lily is given a high performance rating and Robin is given an average performance rating.

- 2 1 Once Lily and Robin begin working, which stage of the performance management process are they in? (1)
- 2.2 In the stage referred to in 2 1, the employee must take responsibility for certain aspects of the performance management process. Discuss these factors and indicate if they are present in the scenario or not (15)
- 2 3 Lily and Robin performed differently even though they were given the same instructions and directions. Why do you think this is the case? Use the determinants of performance to explain your answer (9)

[25]

[TURN OVER]

QUESTION 3

- 3 1 **“Increase response time on student e-mails from 10 student queries every hour to 20 student queries every hour by 30 June 2013.”**

There are certain characteristics which determine whether a standard is useful or not Use these characteristics to critically evaluate the performance standard stated above (12)

- 3 2 **Ace has just started working at the Deep Mining Company. He is surprised to learn that when collecting performance information, no written record has been kept. He advises his manager that at his last job they used appraisal forms to document and collect information on performance.**

- 3.2.1 Ace’s manager thinks that appraisal forms are a good idea and asks Ace to draw up an example for him to look at If you were Ace, which components would you include in the appraisal form? (9)

- 3.2.2 Which method of filling out appraisal forms has greater advantages – paper-based or electronic? Identify these advantages (4)

[25]

QUESTION 4

- 4 1 **Fatima is a lecturer at a prestigious university. She is very good at presenting lectures and she adopts an interactive approach with her students. However Fatima does not perform well in other areas of her job such as research and administrative tasks. Her supervisor gives Fatima a high performance rating for all dimensions.**

Which rater error is Fatima’s supervisor guilty of in this situation? Briefly explain your answer with reference to the scenario above (5)

- 4 2 **The following year, Fatima draws up a developmental plan with the help of her supervisor. She aims to publish at least one research output and to learn how to manage her administration.**

Identify and discuss any five (5) developmental activities through which Fatima can reach these objectives (10)

- 4 3 **To gain a more objective rating, the university decides to gather performance information from different groups such as students, peers and subordinates.**

- 4.3.1 What is this type of performance evaluation system called? (1)

- 4.3.2 Identify and briefly discuss the characteristics that must be present for the system you identified in question 4.3 1 to be successful (9)

[25]

[TURN OVER]

QUESTION 5

- 5.1 Identify the two types of organisational cultures and the types of Contingent Pay (CP) systems that can be implemented in each culture (14)
- 5.2 List and explain the three main types of teams in organisations and the implications for performance management (9)
- 5.3 Provide a brief definition of strategic planning (2)

[25]

TOTAL: 75

CHECKLIST	✓
Did you fill in all your personal particulars on the cover of the examination answer book?	
Did you complete THREE (3) of the FIVE (5) questions in the paper?	
Have you written the numbers of the questions you answered on the cover of the examination answer book?	