



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg Business School
CAMPUS(ES)	APK
DEPARTMENT	Industrial Psychology and People Management
MODULE NAME	Performance Management
MODULE CODE	HRM8x14
SEMESTER	First
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	FSAO – Final Summative Assessment Opportunity May/June 2019

ASSESSMENT DATE	4 June 2019	SESSION	08:30 – 11:30
ASSESSOR(S)	Prof Mark Bussin		
MODERATOR(S)	Dr Charlene Lew		
DURATION	3 hours (180 min)	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	2
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
 - There are 4 questions. **Answer all 4.**
 - Read the questions carefully and answer only what is required.
 - Number your answers clearly and correctly as per the question paper.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
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QUESTION 1

[25 MARKS]

“Performance Management is a process and an ongoing event”

Schematically illustrate a conceptual model for Performance Management, and in short explain to the CEO at Company X why Performance Management is important and why should it be regarded as a process and an ongoing event.

QUESTION 2

[25 MARKS]

Write a proposal to implement a Corporate Performance Management System with all its various sub-components as well as an Individual Performance Management system. Motivate why you would choose the particular system you have decided upon. In addition, ensure a thread of progression from Corporate Strategy, through Functional Human Resource strategy, into a very specific application of Strategic Human Resource Development. You must show the link and develop an appropriate argument for your developmental standpoint.

QUESTION 3

[25 MARKS]

The HR manager of the City has just phoned you and requested you to investigate why the Balanced Score Card that they implemented a year ago seems to have failed. Write a report and describe:

- a) Requirements to make the Balanced Scorecard work; and
- b) Shortfalls of the Balanced Scorecard system
- c) Features of a good performance management system

QUESTION 4

25 MARKS]

An executive team is sceptical about implementing performance management. They say “they know who the good performers are, and will reward them accordingly. Anyway, we are a team, and everyone will be rewarded equally.” Critically discuss, and write a response to the CEO.