

041305T4HRM

HUMAN RESOURCE ASSISTANT LEVEL 5

HRM/OS/BUS/CR/03/5

Participate in Performance Management

July/August 2024



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION
COUNCIL (TVET CDACC)**

WRITTEN ASSESSMENT

Time: 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This paper has **Two** sections **A** and **B**
2. You are provided with a separate answer booklet.
3. Marks for each question are as indicated.
4. Do not write on the question paper.

This paper consists of Three (3) printed pages.

Candidates should check the question paper to ascertain that all pages are printed as indicated and that no questions are missing

SECTION A: (40 Marks)

Answer all the questions in this section

1. Objectives guide the operations of an organization. List **five** characteristics of a good objective. (5 Marks)
2. You are the human resource assistant in a food processing company and you have realised that your employees are dissatisfied. Highlight **three** ways you would use to motivate your employees. (3 Marks)
3. Maria is a human resource manager at Burudani Media Limited. The company is in the process of evaluating its employees' performance in the annual review. List **four** methods that she might use for the performance appraisal. (4 Marks)
4. Linda is the Human resource assistant of Kenz company. She has been tasked with developing a performance appraisal system that ensures employees receive timely and constructive feedback. Mention **three** intervals at which performance appraisals may be carried out. (3 Marks)
5. By identifying and tracking relevant key performance indicators (KPIs), organizations can gain valuable insights into their performance. Highlight **four** employee key performance indicators. (4 Marks)
6. Over the past few months; the human resource manager at ABC Limited has noticed a decline in overall productivity and an increase in customer complaints regarding product quality. State **four** ways of identifying underperforming employees. (4 Marks)
7. You have been tasked to prepare a training plan for your organization. List **three** components that shall be included in the plan. (3 Marks)
8. Behaviorally Anchored Rating Scales (BARS) are methods of performance appraisal that combines elements of traditional rating scales and critical incident techniques. State **five** advantages of using Behaviorally Anchored Rating Scales (BARS) in performance appraisals. (5 Marks)
9. Functional units in organizations focus on specific tasks or activities necessary for the organization to achieve its goals. Identify **five** functional units in an organization. (5 Marks)
10. Benchmarking is a crucial practice for organizations aiming to achieve their goals. Outline **four** importance of benchmarking operations. (4 Marks)

SECTION B: (60 Marks)

Candidates to answer question 11 and any other Two questions in this section.

Candidates to use the case scenario below to answer question 11

TECH SOLUTIONS CASE SCENARIO.

Tech solutions is a mid-sized technology firm experiencing rapid growth. Recently, the company faced significant challenges in maintaining effective performance management practices. The management at Tech Solutions is keen on implementing new strategies to overcome these challenges and enhance overall performance management.

Required

11. a) Identify **five** challenges that may be affecting performance management at Tech solutions. (10 Marks)
- (b) Highlight **five** strategies that the management of Tech solution may take to enhance productivity in the organization. (10 Marks)
12. (a) Effective performance management requires a variety of resources to ensure the process is thorough, fair, and productive. Explain **six** resource requirements for a performance management system. (12 Marks)
- (b) A work plan is an essential tool for performance management. Highlight **four** benefits of a having a realistic work plan. (8 Marks)
13. (a) The human resource manager of KK Enterprises has realized that employees have been underperforming and thus the need to retrain them. Outline **five** benefits of training employees. (10 Marks)
- (b) Assessing the impact of training is crucial to ensure that training programs are effective and provide a positive return on investment. Highlight **five** training impact assessment tools. (10 Marks)
14. (a) XN Limited is in the process of segmenting its market to increase their volume of sales and give personalized attention to customer needs. Explain **five** types of market segmentation that they may adopt. (10 Marks)
- (b) Self managed teams are responsible for delivery of a particular service. Highlight **five** benefits of self managed teams. (10 Marks)

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