FEEDBACK TUTORIAL LETTER

1st SEMESTER 2020

ASSIGNMENT 1

Managing Employee Performance
MEP711S
Dear student

As the Corona pandemic continues, I hope you are doing well and keeping safe. Allow me at this point to thank those students who put in efforts in their assignment. The purpose of this tutorial letter is to provide feedback on the assignment. Please read the tutorial letter carefully to see where you have done well and where you could have improved.

QUESTIONS

1.1 How is the PMS expected to improve performance in the enterprise?

Most of you have missed the point here. Instead of discussing how PMS can improve performance in an enterprise, you discussed the functions/benefits of PMS. But taking it from the functions/benefits, PMS create a performance culture in which achieving high standards is the order of the day. PMS helps individual performance, by indicating what matters and where individuals can improve. In this way it defines clearly work expectations of all employees. It create a shared vision and provide an environment for teams to succeed and work towards such a vision.

In addition, PMS provides an environment which support appropriate reward systems and employees are informed how they should perform in order to qualify for such rewards. Having a well-designed PMS, the enterprise is in a better position to manage role ambiguity as work expectations are defined. Standards are set, agreement on goals is reached and areas of improvement are identified.

*You can refer further to Armstrong (2015)*
1.2 Propose rewards and discuss how can the enterprise makes sure they work effectively

First of all you were supposed to identify the reward types. These can be rewards that can be tied to performance, such as contingent pay, bonuses, profit sharing, shares, group-incentive etc. You should NOT list the rewards that cannot be tied to performance, such as base pay, cost of living adjustment. These are wrong as they are given despite one’s level of performance.

The second part of the question, which most of you missed as well, is to discuss how to manage rewards effectively. Aguinis (2014) has outlined these very well, in chapter 10 (our unit 7):

- Define and measure performance first and then allocate rewards.
- Only use rewards that are available.
- Make sure all employees are eligible for these rewards
- Rewards should be both financial and non-financial.
- Rewards should be timely, contingent, reversible and visible.

An in-depth discussion of the above will gain you marks.

1.3 How will the enterprise deal with underperformers?

Congratulations!! Most of you have scored maximum marks here. Well done.

An in-depth discussion of the following points would have gained you more marks.

1. Jointly discussion of where the problem is and how to improve it.
2. Agreement on more jointly informal meetings.
3. Provision of coaching, mentoring and/or training.
4. Manager to provide more resources, including coaching and/over the shoulder training.
5. Joint re-evaluation of work expectations.
1.4 How can the enterprise link the performance management to its strategic plan?

Although in general, a few of you have tried your best here, some have missed the point by describing the strategic planning process. But, that was not the focus of the question. The crux of the matter is to discuss the relationship between performance management and strategic planning. In order words, how do we make sure that our strategic plan is cascaded to all levels of the organisation?

Aguinis (2014) has discussed this link very well in chapter 3, by looking at the four main areas below:

- Strategic Planning for the Organization
- Developing Strategic Plans at the Unit Level
- Job Descriptions
- Individual and Team Performance

The organisational strategic plan cascades down to all levels in the organisation. Each division should create its strategic plan which should be in line with the overall organisational plan. The review of job descriptions commences, making sure that tasks are congruent with unit strategic plan and overall organisational plan. If these activities are executed well, it will in turn help achieve the mission and vision of the enterprise.

*Note that this is a brief discussion given for feedback purposes only. In addition to Aguinis, refer to Armstrong (2015), page 89. Marks allocation will always tell you how much you are expected to discuss.*

1.5 What will be the role of each line manager in managing performance?

Again, lack of reading can be costly. Always read the question twice before attempting to answer it. Most of you, instead of explaining the role of line managers in managing performance, you discussed their role in general. But we know that performance management is what line managers do daily. They agree with team/individual on their roles, goals and performance improvement. They monitor performance throughout the performance cycle. They provide resources, coach, and mentor and reinforce performance. They document performance evidence. Most importantly they must provide
regular performance feedback to employees. They conduct performance review meetings and provide formal feedback as the basis of planning for the next cycle. They manage underperformers.

In addition, refer to the performance management process (stage 3: performance execution) discussed in chapter 2.

1.6 What will be the contribution from HRM in this process?

As above, a few of you have missed the point here as well. Instead of discussing the role of HRM in PMS, you ended up discussing their roles in general, which was not the focus of the question. HRM is the custodian of PMS. They encourage and facilitate the process of PMS in an organisation. They work alongside with line managers, helping them to develop the necessary skills needed in order to effectively manage their teams’ performance. They run training programmes to improve identified performance gaps. They assemble team of managers that organisation can rely on to coach and mentor employees.

In fact, HR design the entire performance management system, creating PMS awareness and provide advice to management. In essence, HR support the PM rather than drive it. They continuously evaluate the PMS and make suggestions for improvement.

GENERAL COMMENTS:

Overall, I am not happy with your standard of writing and your reasoning is really below standards. Most of you, your turnitin results was beyond the limit. You lack basic writing skills. Your assignments were not proof- read, had spelling mistakes and paragraphs were not aligned. Copying and pasting unnecessary information and plagiarism was evident. Seriously, I am disappointed by the quality of work produced by MOST of you, “final year students”. This is an exit course for final year students, but the quality of your work is way below academic standards.

How come a final year student cannot write an assignment as per academic style? No table of content, no introduction, neither conclusion, even though this was indicated on the assignment instructions. How do you miss such a sentence: (15% is derived from how you have written your assignment (i.e. table of
content introduction, conclusion, grammar and spelling, referencing, and overall impression)? This mark was divided as:

- Table of content – 2
- Introduction – 5
- Conclusion – 3
- Reference - 5

As a results, some students missed the 15 marks, just like that. Most of you cannot do proper referencing at this stage. This is unacceptable. Referencing is an important skill that you will need further in your studies. How do you expect to do your Honours/Master degree where research is a big component, if you lack referencing skills at this stage? Please take these points into consideration for future improvement.

Lastly, Test 2, your big test, is scheduled for 27th June 2020. I hereby wish you the best of luck. Prepare and prepare well. It will mostly assess your application skills.

It essential to remain focus. “When it rains, look for rainbows”. “When it's dark, look for stars”. Remember to wear a mask, wash your hands regularly and maintain social distancing. Until then, keep safe!

Warm regards
Ms. Fiina Shimaneni
Tel: 061 207 2060
E-mail: fshimaneni@nust.na