FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2019

TEST 1

ADVANCED PERFORMANCE MANAGEMENT

(APM812S)
FACULTY OF MANAGEMENT SCIENCES
COLL

TUTORIAL FEEDBACK

TEST 1 ADVANCED PERFORMANCE MANAGEMENT (APM812S)

Students were expected to give answers given below cognizant of the fact that they were supposed to answer the questions as required by paying specific attention to the wording of each question.

Question 1:
The purpose and aims of a Performance Management System (PMS) (10)

ANSWER:

A performance management system (PMS) has the purpose and aims which are discussed below.

Firstly, a PMS has a strategic purpose in that it helps management to realise the strategic the whole organization. This is done by continuously monitor the performance of employees to find out if they are performing in their jobs to the required or desired levels of performance which helps the company to achieve set objectives. If employees have performance problems, training is offered, or if training is not required to solve the performance problem, the employees is counselled, or provided with the tools and resources with which to perform if that is the problem.

Secondly, PMS is utilized for administrative purposes. It aids managers in making administrative because it provides information which can be used for making decisions on what salaries and wages to offer employees depending on their different levels of performance. A PMS also provides information on how to improve the performance of the individual employee or a group of employees. It supplies information that can be used when terminating a contract of employment, promotions and retention of employees.

Thirdly, a PMS can also be utilized for information purposes. It can be used as a way or a channel for communicating the employer’s expectations in terms of the desired levels of job performance and what areas of performance to improve on.
Fourthly, a PMS can also be used for developmental purposes. It can be used to identify areas in which the employee should be developed for future added responsibilities on promotion. This done through information gleaned through a performance appraisal of which areas the employee need to be developed.

Fifthly, a PMS can be used for organizational maintenance purposes. The PMS can generate information that can be used for workforce planning. It can be used to assess skills and identifying areas where can be used to their optimal levels. PMS can further be used to gauge whether the training the organization is getting value for its money or not when it trains its employees.

Last but not least, a PMS is used for documentation purposes. During performance appraisals vital information is recorded and kept in safe places for future use. This information can be used for validating Human Resources processes such as training and development, recruitment and selection and labour relations to mention a few examples.

Question 2:

Characteristics of an ideal PMS (15)

The student was expected to identify the characteristics of an ideal PMS and briefly discuss them to show that he/she knows what they mean. The characteristics of an ideal PMS are given below.

- Strategic congruence – meaning that the PMS identified performance problems that obstruct achievement of business strategy and comes up with interventions which if implemented will make employee to perform to the desired levels. (Students expand the rest as I have done)
- Context congruence
- Thoroughness
- Practicality
- Meaningfulness
- Specificity
- Identification of effective end ineffective performance
- Reliability/consistency
- Validity
- Acceptability and fairness
- Inclusiveness
- Openness
- Correctability
- Standardization, and
- Ethicality
Question 3:
Advantages and disadvantages of Management By Objectives (MBO) as a performance management system (PMS)

The advantages and disadvantages of the MBO are as given below.

Firstly, MBO motivates managers to conduct detailed planning because it is a result-oriented ongoing process. However, the disadvantage of MBO is that MBO may be hated by employees because they are not literature enough to understand how goals are set and may end setting unrealistic Key Performance Indicators due the pressure they will be facing. As a result of this morale of the employees is decreased.

The second advantage of MBO is that both the team leader and the subordinate employee end up knowing the expectations of the company on both of through the PMS. This knowledge helps to reduce confusion. The goals to be achieved are set before the implementation of the PMS and there is openness in how the whole process is managed. The second disadvantage that there is a lot of paperwork involved as such it takes too much time of the employee’s and supervisor’s time. Too many meetings are conducted and too many reports have to be made and these add to too much responsibility and responsibility. Because of the above mentioned and discussed, managers may resist the implemented of the PMS because of increased paperwork.

The third advantage is that the phases or intervals at which the perform appraisals are conducted are known to the employees and makes them know how well they are performing. MBO sets a strong emphasis on quantifiable objectives, the measurement and evaluation can be more objective, specific and equitable. The third and last disadvantage is that the integration of the MBO with other systems such as forecasting and budgeting is very poor. This makes the overall functioning of all systems more complicated and difficult.

Question 4:
List of ten unintentional errors that raters may commit. (10)

- Similar to me error
- Contrast error
- Halo error
- Primacy error
- Recency error
- Negativity error
- First impressions error
- Spillover errors
- Stereotyping errors
- Attribution error

The above are the answer that the lecturer expected from the students. There is unfortunately a lot evidence that students are not studying and are not serious about what they are doing.