



PAC INSTITUTE OF TECHNOLOGY AND SOCIAL STUDIES MAY – AUGUST 2025 ASSESSMENT

FORMATIVE ASSESSMENT

Qualification Code : **041306T4HRM**

Qualification : **Human Resource Manager Level 6**

Code : **HRM/OS/BUS/CR/02/6/A**

Unit of Competency : **Coordinate Performance Management**

Class : **HR/SEPT/2024/LV6**

TIME: 3 HOURS

INSTRUCTIONS TO THE CANDIDATE:

1. Read all the instructions carefully before attempting the questions.
2. You are allowed 3 Hours to Answer the questions.
3. Marks for each question are indicated in brackets.
4. Write your responses in the Separate Answer booklet provided.
5. Do not write anything on this question paper.
6. Attempt all questions in Section A and Three questions in Section B.

SECTION A - 40 MARKS

(Instructions: Attempt All Questions in This Section)

1. A supervisor in a factory has issued a verbal warning to underperforming employees. Highlight **FOUR** functions of such a warning. (4 Marks)
2. During induction; you have been guided through performance appraisal documentation. Identify **FOUR** reasons for documenting employee appraisal. (4 Marks)
3. A performance appraisal exercise in ABC Limited has not achieved the desired results. State **FOUR** setbacks that may have affected the performance appraisal exercise. (4 Marks)
4. Employees in a factory have been involved in setting their performance targets for the month. Outline **FOUR** benefits of involving employees in setting their targets. (4 Marks)
5. A new manager has formed teams within the department and assigned them different tasks. Outline **FOUR** objectives that may be achieved from the decision. (4 Marks)
6. ABC limited has an organization records policy that guides on the retention of records. List **FOUR** measures that the organisation may use to ensure security of the records. (4 Marks)
7. You have been engaged as a human resource professional to advice on performance improvement. Outline **FOUR** types of performance improvement programs that you would recommend for the client. (4 Marks)
8. An employee has exceeded performance targets for the year. Highlight **FOUR** ways through which the organization may reward the employee. (4 Marks)
9. Employees in JKL Limited are in the process of developing their work plans. Outline **FOUR** benefits of the work plan. (4 Marks)
10. Feedback on performance is very important to an employee. Highlight **FOUR** advantages of communicating performance feedback. (4 Marks)

SECTION B - 60 MARKS

(Instructions: Attempt Question 11 and Any other Two Questions In This Section)

Read the case study below and use it to answer question 11

THE MANAGING DIRECTOR REMARKS

11. Below is a speech extract on training and career plateaus made by the managing director of Gen Z Limited during a team building activity; “Training has always been a tool that is very effectively if used right by human resource practitioners. Training is helpful to those starting their careers and to those who have reached a plateau in their career. Training brings new insights into an employee and makes them more skilled in working and making managerial decisions. A plateau becomes very demoralizing to an employee because it is a period of stagnation. Both the employer and the employee are to blame for the stagnation. An employee can take personal initiatives to learn new developments in the market and so can the employer. A trained employee can seize new opportunities in the organization and avoid the stagnation. Old employees should not be labelled as rigid because this makes it hard for them to be given new challenging opportunities.” Everyone nodded in agreement to the short; yet precise message that the managing director had given. Required;
- A) Gen Z Limited had organised a team building activity to strengthen their team work. Explain **FIVE** qualities of an effective team. (10 Marks).
- B) As a human resource manager in Gen Z Limited, Explain **FIVE** ways you would use to rehabilitate the employee at their career plateaus. (10 Marks)
12. A) From a recent survey, the findings indicated that most organizations use nonfinancial rewards to motivate performing employees. Explain **FIVE** reasons that may account for the popularity of these rewards. (10 Marks)
- B) An organization has planned an internal audit on its performance appraisal records. Explain **FIVE** benefits that may accrue to the organization from undertaking this exercise. (10 Marks)
13. A) You have been engaged as a professional in human resources to guide on performance appraisal exercise. Explain **SIX** steps of carrying out the exercise that you would explain to the client. (12 Marks)
- B) You are holding a performance appraisal meeting with your subordinate. Explain **FOUR** issues you will try to establish. (8 Marks)
14. A) A new manager has realized that the departmental work plans do not align to the organizational strategic plan. Explain **FIVE** reasons that may account for the variance. (10 Marks)
- B) You are giving performance feedback to your junior staff after completing a task. Explain **FIVE** requirements that such feedback should meet to be effective. (10 Marks)