



Rewarding Learning

ADVANCED
General Certificate of Education
2023

Professional Business Services

Assessment Unit A2 2

assessing

Leadership and Management

[APB21]

THURSDAY 22 JUNE, AFTERNOON

**MARK
SCHEME**

General Marking Instructions

Introduction

The main purpose of the mark scheme is to ensure that examinations are marked accurately, consistently and fairly. The mark scheme provides examiners with an indication of the nature and range of candidates' responses likely to be worthy of credit. It also sets out the criteria which they should apply in allocating marks to candidates' responses.

Assessment objectives

Below are the assessment objectives for **GCE Professional Business Services**.

Candidates should be able to:

- AO1** Demonstrate knowledge and understanding of terms, concepts, theories, methods and models used by professional business services firms and their client businesses.
- AO2** Apply knowledge and understanding of concepts, theories, methods and models used by professional business services firms and their client businesses.
- AO3** Investigate, analyse and evaluate concepts, theories, methods and models as used by professional business services firms and their client businesses.

Quality of candidates' responses

In marking the examination papers, examiners should be looking for a quality of response reflecting the level of maturity which may reasonably be expected of a 17- or 18-year-old which is the age at which the majority of candidates sit their GCE examinations.

Flexibility in marking

Mark schemes are not intended to be totally prescriptive. No mark scheme can cover all the responses which candidates may produce. In the event of unanticipated answers, examiners are expected to use their professional judgement to assess the validity of answers. If an answer is particularly problematic, then examiners should seek the guidance of the Supervising Examiner.

Positive marking

Examiners are encouraged to be positive in their marking, giving appropriate credit for what candidates know, understand and can do rather than penalising candidates for errors or omissions. Examiners should make use of the whole of the available mark range for any particular question and be prepared to award full marks for a response which is as good as might reasonably be expected of a 17- or 18-year-old GCE candidate.

Awarding zero marks

Marks should only be awarded for valid responses and no marks should be awarded for an answer which is completely incorrect or inappropriate.

Marking calculations

In marking answers involving calculations, examiners should apply the 'own figure rule' so that candidates are not penalised more than once for a computational error. To avoid a candidate being penalised, marks can be awarded where correct conclusions or inferences are made from their incorrect calculations.

Types of mark schemes

Mark schemes for tasks or questions which require candidates to respond in extended written form are marked on the basis of levels of response which take account of the quality of written communication. Other questions which require only short answers are marked on a point for point basis with marks awarded for each valid piece of information provided.

Levels of response

In deciding which level of response to award, examiners should look for the 'best fit' bearing in mind that weakness in one area may be compensated for by strength in another. In deciding which mark within a particular level to award to any response, examiners are expected to use their professional judgement.

The following guidance is provided to assist examiners.

- **Threshold performance:** Response which just merits inclusion in the level and should be awarded a mark at or near the bottom of the range.
- **Intermediate performance:** Response which clearly merits inclusion in the level and should be awarded a mark at or near the middle of the range.
- **High performance:** Response which fully satisfies the level description and should be awarded a mark at or near the top of the range.

Quality of written communication

Quality of written communication is taken into account in assessing candidates' responses to all tasks and questions that require them to respond in extended written form. These tasks and questions are marked on the basis of levels of response. The description for each level of response includes reference to the quality of written communication.

For conciseness, quality of written communication is distinguished within either three or four levels of response.

Where there are three levels of response, quality of written communication is distinguished as follows:

- Level 1: Quality of written communication is basic.
- Level 2: Quality of written communication is good.
- Level 3: Quality of written communication is excellent.

In interpreting these level descriptions, examiners should refer to the more detailed guidance provided below:

Level 1 (Basic): The candidate makes only a limited selection and use of an appropriate form and style of writing. The organisation of material may lack clarity and coherence. There is little use of specialist vocabulary. Presentation, spelling, punctuation and grammar may be such that intended meaning is not clear.

Level 2 (Good): The candidate makes a reasonable selection and use of an appropriate form and style of writing. Relevant material is organised with some clarity and coherence. There is some use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are sufficiently competent to make meaning clear.

Level 3 (Excellent): The candidate successfully selects and uses the most appropriate form and style of writing. Relevant material is organised with a high degree of clarity and coherence. There is widespread and accurate use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a sufficiently high standard to make meaning clear.

Where there are four levels of response, quality of written communication is distinguished as follows:

- Level 1: Quality of written communication is basic.
- Level 2: Quality of written communication is satisfactory.
- Level 3: Quality of written communication is good.
- Level 4: Quality of written communication is excellent.

In interpreting these level descriptions, examiners should refer to the more detailed guidance provided below.

Level 1 (Basic): The candidate makes only a basic selection and use of an appropriate form and style of writing. The organisation of material may lack clarity and coherence. There is little use of specialist vocabulary. Presentation, spelling, punctuation and grammar may be such that intended meaning is not clear.

Level 2 (Satisfactory): The candidate makes a satisfactory selection and use of an appropriate form and style of writing. Relevant material is organised with some degree of clarity and coherence. There is some use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a satisfactory standard to make meaning evident.

Level 3 (Good): The candidate makes a good selection and use of an appropriate form and style of writing. Relevant material is organised with good clarity and coherence. There is good use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a good standard to make meaning clear.

Level 4 (Excellent): The candidate successfully selects and used the most appropriate form and style of writing. Relevant material is organised with a high degree of clarity and coherence. There is widespread and accurate use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of the highest standard to make meaning absolutely clear.

1 (a) AO1, AO2

Responses may include:

Advantages of autocratic leadership style:

- Enables leaders to retain control over employees.
- Leader may be the only person who has the skills and knowledge to make an informed decision.
- Decisions may be taken quickly if one person (leader) is responsible.
- Employees may not want the responsibility of making-decisions.
- Handles crisis situations effectively.

Disadvantages of autocratic leadership style:

- Ignores employees' ideas and opinions which may result in a better decision being made.
- Does not give a voice to employees regarding decision-making which can frustrate and possibly demotivate employees.
- Limits the opportunity to develop employees within the business.
- Can lead to micro-management.
- Creates a system of dependence on the leader.

All valid responses will be given credit

[1] identification of advantage

[2] identification and explanation of advantage

(2 × [2])

and

[1] identification of disadvantage

[2] identification and explanation of disadvantage

(2 × [2])

[8]

(b) AO1, AO2

Responses may include:

- Resource investigator – uses their inquisitive nature to find ideas to bring back to the team. They might forget to follow up on a lead. Strengths include: outgoing, enthusiastic and explores opportunities and develops contacts. Weaknesses include: might be over-optimistic and can lose interest once the initial enthusiasm has passed.
- Teamworker – helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team. They might be reluctant to make unpopular decisions. Strengths include: co-operative, perceptive, diplomatic and will listen and avert friction. Weaknesses include: can be indecisive in crunch situations and tendency to avoid confrontation.
- Co-ordinator – focuses on the team's objectives, draw out team members and delegate work appropriately. They might over-delegate, leaving themselves little work to do. Strengths include: mature, confident, will identify talent and clarify goals. Weaknesses include: can be seen as manipulative and might offload their own share of the work.
- Plant – tends to be highly creative and good at solving problems in unconventional ways. They could be absent-minded or forgetful. Strengths include: creative, imaginative, free-thinking, will generate ideas and solve difficult problems. Weaknesses include: might ignore incidentals, and may be too preoccupied to communicate effectively.
- Monitor evaluator – provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way. They could be slow to come to decisions. Strengths include: sober, strategic and discerning, sees all options and judges accurately.

Weaknesses include: sometimes lacks the drive and ability to inspire others and can be overly critical.

- Specialist – brings in-depth knowledge of a key area to the team. They overload you with information. Strengths include: single-minded, self-starting and dedicated. They provide specialist knowledge and skills. Weaknesses include: tends to contribute on a narrow front and can dwell on the technicalities.
- Shaper – provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum. They could risk becoming aggressive and bad-humoured in their attempts to get things done. Strengths include: challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles. Weaknesses include: can be prone to provocation, and may sometimes offend people's feelings.
- Implementer – needed to plan a workable strategy and carry it out as efficiently as possible. They might be slow to relinquish their plans in favour of positive changes. Strengths include: practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done. Weaknesses include: can be a bit inflexible and slow to respond to new possibilities.
- Complete finisher – most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control. They could be accused of taking their perfectionism to extremes. Strengths include: painstaking, conscientious, anxious, searches out errors, polishes and perfects. Weaknesses include: can be inclined to worry unduly, and reluctant to delegate.

All valid responses will be given credit

[1] identification of team role from the Belbin Nine Team Roles Model

[2] identification and explanation of team role from the Belbin Nine Team Roles Model

(5 x [2])

[10]

18

AVAILABLE
MARKS

2 AO1, AO2

Responses should include:

Image removed due to copyright

Please note: this diagram is for explanatory purpose and is not a requirement for the candidate. However, the candidate may have included a similar diagram to illustrate their answer.

- Self-awareness – the ability to recognise and understand the mood, emotions and what drives the employee as well as their effect on other employees.
- Self-management – the ability to control or redirect disruptive impulses and moods of the employees themselves, their ability to suspend their personal judgement and for the employees to think before they act.
- Social awareness/recognises emotions in others – the ability to understand the emotional makeup of other employees and their own skills in treating other employees in accordance with their emotional reactions and the ability to empathise.
- Social skills/handling relationships – the ability to, and the proficiency in, managing relationships with employees to build networks, and the ability to find common ground so that they can build a rapport.

All valid responses will be given credit

[1] identification of Goleman’s concept

[2] identification and explanation of Goleman’s concept to the Human Resources Manager of Monaghan Construction Ltd when working with the staff

(4 x [2])

[8]

8

3 AO1, AO2, AO3

Responses should include:

The Blake Mouton Managerial Grid is based on two behavioural dimensions:

- Concern for People – this is the degree to which a leader considers team members' needs, interests and areas of personal development when deciding how best to accomplish a task.
- Concern for Results – this is the degree to which a leader emphasises concrete objectives, organisational efficiency and high productivity when deciding how best to accomplish a task.

Blake and Mouton defined five leadership styles based on these, as illustrated in the diagram below.

AVAILABLE
MARKS

Image removed due to copyright

Please note: this diagram is for explanatory purpose and is not a requirement for the candidate. However, the candidate may have included a similar diagram to illustrate their answer.

- Impoverished Management – Low Results/Low People – the impoverished or "indifferent" the leader/Conor is mostly ineffective. The leader has a low regard for creating systems that get the job done, and with little interest in creating a satisfying or motivating team environment. Their results are inevitably disorganisation, dissatisfaction and disharmony. If Conor did not have any concerns for results or people the business would be poorly managed by him as he would not be efficient as a Managing Director. The lack of direction from him would result in dissatisfied customers and staff, poor reviews on social media and housing developments not being constructed on time. This would not be a good approach to be taken/adopted by Conor if he wants to expand the business.
- Produce-or-Perish Management – High Results/Low People – these are also known as "authoritarian" leaders. In this category they believe that their team members are simply a means to an end. The team's needs are always secondary to its productivity. This type of manager is autocratic, has strict work rules, policies and procedures, and can view punishment as an effective way of motivating team members. This approach can drive impressive production results at first, but low team morale and motivation will ultimately affect the employee's performance, and this type of leader/Conor will struggle to retain high performers. The leader Conor probably assumes that the employees are demotivated and dislike working. If this approach was adopted by Conor he would have a number of unhappy staff as they do not feel valued by his style of leadership. His concern with high results would affect his relationship with his staff, who may not remain in the business. This is not an ideal leadership style for Conor as his staff should be important to him.
- Middle-of-the-Road Management – Medium Results/Medium People – a Middle-of-the-Road or "status quo" manager tries to balance results and people, but this strategy is not as effective as it may sound. Through continual compromise, the leader/Conor fails to inspire high performance and also fails to meet employees' needs fully. The result is that leader/Conor's team will likely deliver a mediocre performance. As Conor tries to please everyone, he is not making the business any better, in fact, he may just be "keeping things together". This may not be the best style of leadership for Conor to adopt.

- Country Club Management – High People/Low Results – the Country Club or "accommodating" style of leader is most concerned about the team members' needs and feelings. The leader/Conor assumes that, as long as team members are happy and secure, they will work hard. This is when the working environment tends to be very relaxed and fun, with productivity suffering because there is a lack of direction and control from leader/Conor. This approach is extremely beneficial to the employees as Conor is totally fixed on their needs to the detriment of the housing developments being constructed. He could encounter difficulties with this type of leadership style.
- Team Management – High Production/High People – according to the Blake Mouton model, team management is the most effective leadership style. It reflects a leader/Conor who is passionate about their work and who does the best they can for the people they work with. A team leader/Conor commits to their organisation's goals and mission, motivating the employees who report to them, and work hard to get employees to stretch themselves to deliver great results. However, at the same time, they are an inspiring person who looks after their team of employees. Employees who are led by a good team leader/Conor feel respected and empowered, and is committed to achieving their goals. Good team managers prioritise both the organisation's production needs and the needs of their staff. They do this by making sure that their team members understand the organisation's purpose and by involving their employees in determining production needs. When employees are committed to, and have a stake in, the organisation's success, their needs and production needs coincide. This creates an environment based on trust and respect, which leads to high satisfaction, motivation and excellent results. To adopt this style of leadership from taking over the business would be ideal for Conor as he is satisfying the demand for housing developments, as well as the requirements of his employees. Conor would be equally invested in the needs of his staff and business. This would be the ideal type of leadership for Conor to uphold, resulting in equally balancing the needs of his staff and business.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[4]) Basic

- Knowledge and understanding of the Blake and Mouton Managerial Grid is basic.
- Application of the Blake and Mouton Managerial Grid to Conor is basic.
- Analysis of the Blake and Mouton Managerial Grid is basic.
- The quality of the candidate's written communication is basic.

Level 2 ([5]–[8]) Good

- Knowledge and understanding of the Blake and Mouton Managerial Grid is good.
- Application of the Blake and Mouton Managerial Grid to Conor is good.
- Analysis of the Blake and Mouton Managerial Grid is good.
- The quality of the candidate's written communication is good.

Level 3 ([9]–[12]) Excellent

- Knowledge and understanding of the Blake and Mouton Managerial Grid is excellent.
- Application of the Blake and Mouton Managerial Grid to Conor is excellent.
- Analysis of the Blake and Mouton Managerial Grid is excellent.
- The quality of the candidate's written communication is excellent. [12]

12

4 AO1, AO2, AO3

AVAILABLE
MARKS

Importance of managing change effectively may include:

- Reduce absenteeism
- Reduce labour turnover
- Reduce conflict
- Increase employee engagement and motivation
- Create a new vision/direction for the business
- Minimise resistance
- Ensure communication channels remain open
- Engender a team approach to the change
- Ensure continued productivity/profitability and business growth
- Ensure problems/issues are dealt with effectively

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[4]) Basic

- Knowledge and understanding of the importance of leadership in managing this change is basic.
- Application of the importance of leadership in managing this change to Monaghan Housing Ltd is basic.
- Analysis of the importance of leadership in managing this change is basic.
- The quality of the candidate's written communication is basic.

Level 2 ([5]–[8]) Satisfactory

- Knowledge and understanding of the importance of leadership in managing this change is satisfactory.
- Application of the importance of leadership in managing this change to Monaghan Housing Ltd is satisfactory.
- Analysis of the importance of leadership in managing this change is satisfactory.
- The quality of the candidate's written communication is satisfactory.

Level 3 ([9]–[12]) Good

- Knowledge and understanding of the importance of leadership in managing this change is good.
- Application of the importance of leadership in managing this change to Monaghan Housing Ltd is good.
- Analysis of the importance of leadership in managing this change is good.
- The quality of the candidate's written communication is good.

Level 4 [13]–[16] Excellent

- Knowledge and understanding of the importance of leadership in managing this change is excellent.
- Application of the importance of leadership in managing this change to Monaghan Housing Ltd is excellent.
- Analysis of the importance of leadership in managing this change is excellent.
- The quality of the candidate's written communication is excellent. [16]

16

Responses may include:

The 8 Step Change Model is designed to bring lasting change to an organisation, and every single step is equally as important in achieving this. The leaders within the organisation – those who will be charged with designing, initiating and managing change – must understand every stage fully in order to be able to implement it correctly.

- Create a sense of urgency – the first step is all about taking everyone out of their comfort zones both the employees and leaders. Everyone must understand and see the need for change, and be aware of how urgent this change is. This will create immediate support for an inspiring vision for the construction business. For Conor to achieve this, he must be open and clear in his dialogue, listing all the issues with the current systems, processes and activities, and why they should be changed. Employees can be involved in the discussion of possible solutions and potential threats to the change programme.
- Build a guiding coalition – as this change initiative is a project in itself, it requires a project team to be formed. Conor should seek to form a group of volunteers who have fully bought into the need for change and understand the goals of the project. This coalition will manage the general running of the initiative and will encourage all other employees to buy in and aid its implementation. Ideally, this inner coalition will be individuals from across different sectors of the construction business, as this diversity can offer unique approaches to problem-solving and decision-making, but also so that individuals from the wider business can buy into the team.
- Form a strategic vision and initiatives – the guiding coalition and leadership/Conor now should coordinate to create an inspiring vision for change within the construction business. By formulating this clear vision, everyone throughout the business can understand fully what the project/change is aiming to achieve within the outlined timeframe. When change is outlined in writing, individuals can truly understand the intent and depth of the initiative, and by aligning it with Monaghan Housing Ltd's values and strategies, everyone can understand and buy in to the direction. Employees can be involved in strategising conversations so as to encourage further support for the project/change.
- Enlist a volunteer army/Convey the new vision – the predominant goal of the project/change is to encourage cooperation and support for the vision. Therefore, the way it is communicated to the wider business is paramount. Leaders/Conor should take every opportunity to discuss the changes with any individual employees or member of the construction business, accepting any concerns or issues on board and integrating them into planning considerations. The new vision needs to be integrated into activities of all individuals across the construction business, so if any individual does not accept it, then it can lead to issues with smooth transitioning and cooperation for the future of the business.
- Enable actions by removing barriers/Empower others to enact the vision – as the employees are those who will be forefront in implementing the change, then it is crucial that they possess all the skills, resources and confidence to do so. Conor should, as a good leader, empower his employees to be the best they can be, whether that be through training, coaching, mentoring, or any other method. As the vision is communicated across the construction business, Conor should become aware of anyone who is resistant to the change, and he should encourage openness to discover the root of their resistance. By removing any obstacles to progress in the initiative, and personal development, Conor can relieve this resistance whilst creating empowered and inspired individuals who have bought into his vision for the future of his construction business.

- Generate short-term wins – success is extremely motivational at an individual level. By breaking the project/change down into smaller, short-term goals, the employees and staff members will gain a clear idea of progress, but are also motivated by immediate successes. Once the employees and staff members have achieved these short-term goals, employees will be inspired to continue to build on these and to reach the next milestone for the initiative/change that Conor is planning to implement. By acknowledging and rewarding those who are crucially responsible for short-term wins, Conor can motivate individual employees and staff members to become more aware of the route that he wants the construction business to take.
- Sustain acceleration of the vision – in the experience of Kotter, many businesses fail to sustain real change as they declare victory over their change initiatives too early, mistaking short-term wins and immediate progress for long-term success. Change is a slow process – and to be fully accepted it must be ingrained in the underlying culture, values and objectives of the construction business. Quick wins are only the beginning of this long-term change, and Conor must continue to seek improvements and push for new successes. Only after several successes have been achieved can Conor establish that the change process is paying off. Conor must be open to accepting any failures or non-successes, and to listen to any suggestions from his employees and staff members across the entire construction business.
- Institute change – the final step is for Conor to anchor and truly embed change within the core and culture of his construction business. Change does not come about and sustain itself alone – all of the business' values and objectives, systems and processes must be inspected and evaluated in the context of the change planned. Conor is responsible for embedding this change at team level, and altering the behaviours and standards of the team members in order to sustain the lasting effects. The progress of the initiative must be monitored closely and regularly in order to consolidate it at a deeper level. This should include discussions with employees from across the entire business, as their inspiration and cooperation with the new change is crucial, and it is easy for this to drop off over time. Any new suggested improvements or changes can still be integrated into the progress of the change.

Finally, when Conor has the entire change process completed he must continue to embed and evolve the change with the future of Monaghan Housing Ltd. Kotter suggests that Conor should use the change as a starting point in any business activity/process – ensuring that all his employees and staff members understand the business' processes, values and objectives, that they have or will buy into them, encouraging Conor of continued drive for the change from within his business. Conor should also make sure that the change be included in any training or personal development programmes for employees, implementing it into their learning and everyday tasks. Employees should be acknowledged, appreciated and rewarded publicly by Conor for actively contributing to the change process. This will consolidate their support for both Conor and his change, something which will be required for similar changes/situations in the future of running Monaghan Housing Ltd.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[4]) Basic

- Knowledge and understanding of Kotter's 8-step Process Model for leading change management is basic.
- Application of the Kotter's 8-step Process Model for leading change management to Monaghan Housing Ltd is basic.

- Analysis Kotter’s 8-step Process Model for leading change management is basic.
- The quality of the candidate’s written communication is basic.

Level 2 ([5]–[8]) Satisfactory

- Knowledge and understanding Kotter’s 8-step Process Model for leading change management is satisfactory.
- Application of the Kotter’s 8-step Process Model for leading change management to Monaghan Housing Ltd is satisfactory.
- Analysis Kotter’s 8-step Process Model for leading change management is satisfactory.
- The quality of the candidate’s written communication is satisfactory.

Level 3 ([9]–[12]) Good

- Knowledge and understanding Kotter’s 8-step Process Model for leading change management is good.
- Application of the Kotter’s 8-step Process Model for leading change management to Monaghan Housing Ltd is good.
- Analysis Kotter’s 8-step Process Model for leading change management is good.
- The quality of the candidate’s written communication is good.

Level 4 ([13]–[16]) Excellent

- Knowledge and understanding Kotter’s 8-step Process Model for leading change management is excellent.
- Application of the Kotter’s 8-step Process Model for leading change management to Monaghan Housing Ltd is excellent.
- Analysis Kotter’s 8-step Process Model for leading change management is excellent.
- The quality of the candidate’s written communication is excellent.

[16]

16

6 AO1, AO2, AO3

Responses may include:

Possible advantages of a performance review process for employees may include:

- The purpose – an evaluation of the outcomes of a performance review enables the employee to assess how effectively and efficiently they have accomplished their desired results and to consider possible future implications and actions.
- Goals and targets – the employee is able to have their work goals and targets established.
- Feedback – the employee receives feedback on their performance which demonstrates that their appraiser is interested in them and the work that they do.
- Strengths and weaknesses – the employee is able to discuss their strengths and weaknesses.
- Learning and development – the employee can discuss their learning and development needs and identify how their learning and development needs can be addressed.
- Positive reinforcement – the employee may receive positive feedback and praise from their appraiser that makes them feel valued; the employee feels encouraged to give the same/higher level of effort in the future.
- Reward and remuneration – the employee receives a commendation or is recommended for promotion and/or a financial reward; the employee can see the tangible benefits of their hard work during the year which may increase their level of engagement (motivation) in the future. The employee

is able to develop a positive working relationship (trust) with their appraiser, usually their manager.

- Voice – gives the employee an opportunity to raise and voice concerns during the review.
- Destiny – allows the employee to control his/her destiny and to address concerns such as morale and working environment.
- Make a case – provides a chance for the employee to make a case for him/herself, which could lead to a raise or additional benefits.
- Career development – performance reviews allow managers to help employees with career development. Performing an unbiased evaluation can point out where employees are excelling and the areas needing improvement. After the evaluation is completed, managers can develop plans with specific tasks to help employees develop in their career and meet goals that benefit the company. Evaluations can help employees increase their commitment to the firm and productivity.
- Work achievement recognition – performance reviews give managers a chance to recognise employees who performed well during the year. Recognising employees for their achievements builds their morale, and employees with high morale are more productive. If monetary bonuses are given based on performance evaluations, employees possess tangible evidence that shows the company values their hard work. Employees can list achievements received by an employer as awards on their CV if ever looking for another job.
- Documentation – a performance review provides a formal record of employee performance over a specific period of time.
- Structure – this process creates a structure where a manager can meet and discuss performance with an employee. It forces the uncomfortable conversations that often need to happen.
- Feedback – employees crave feedback and this process allows a manager the opportunity to provide the employee with feedback about their performance and discuss how well the employee targets were accomplished. It also provides an opportunity to discuss employee development opportunities.
- Clarify expectations – employees need to understand what is expected of them and the performance review process allows for a manager to clarify expectations and discuss issues with their employee.
- Annual planning – it provides a structure for thinking through and planning the upcoming year and developing employee goals.
- Motivation – the review should motivate employees by rewarding them with additional responsibility or promotion.

Possible disadvantages of a performance review process for employees may include:

- Accurate picture – do not always render an accurate picture of an employee's performance.
- Gaps in time – if the review is only done annually it may call into question the memory of each participant during the process.
- Anticipation – employees who know or anticipate an upcoming review may tend to work harder leading up to the review to “pad their stats.”
- Bad week – an employee may have an uncharacteristically bad week leading up to the review, causing negative evaluation that may not be representative of the employee's overall work.
- Working relationships – an employee may not have a great working relationship with the manager/appraiser.
- Evaluator bias – the manager evaluating the employees may show bias to certain staff, which may happen intentionally or unintentionally. One major risk of using performance evaluations is that some managers unconsciously favour employees that possess similar characteristics as the manager.

Bias causes managers to focus more on the personality and style of the employee instead of the actual achievements. This can result in good employees feeling slighted, which may cause tension in the workplace. Bias also affects the favourable employee because he/she may miss much-needed guidance to improve performance.

- One-sided feedback – the performance review meeting could result in a one-sided conversation. Although a manager may give an employee a chance to offer feedback, some managers already make up their mind about an employee and are not opened to two-sided dialogue. This may cause an employee to shut down and refuse to communicate with management in the future. Managers should listen to feedback presented by employees, and correct evaluations if employees make valid points.
- Creates negative experience – if not carried out correctly, the performance review can create a negative experience for the employee.
- Time consuming – performance reviews are very time consuming and can be overwhelming to many employees.
- Waste of time – the entire process can be a waste of time if not completed appropriately.
- Stressful workplace – performance reviews can create a stressful work environment for employees.

Overall purpose – the outcomes of the review process enable the employee to assess past performance against set objectives and standards and address their weaknesses and build on their strengths. The employee can also gauge the level of reward and remuneration offered for the effort that they have expended.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[5]) Basic

- Knowledge and understanding of performance review for employees is basic.
- Application of performance review for employees in Monaghan Housing Ltd is basic.
- Analysis and evaluation of performance review for employees in Monaghan Housing Ltd is basic.
- Judgement is basic.
- The quality of the candidate's written communication is basic.

Level 2 ([6]–[10]) Satisfactory

- Knowledge and understanding of performance review for employees is satisfactory.
- Application of performance review for employees in Monaghan Housing Ltd is satisfactory.
- Analysis and evaluation of performance review for employees in Monaghan Housing Ltd is satisfactory.
- Judgement is satisfactory.
- The quality of the candidate's written communication is satisfactory.

Level 3 ([11]–[15]) Good

- Knowledge and understanding of performance review for employees is good.
- Application of performance review for employees in Monaghan Housing Ltd is good.
- Analysis and evaluation of performance review for employees in Monaghan Housing Ltd is good.
- Judgement is good.
- The quality of the candidate's written communication is good.

Level 4 ([16]–[20]) Excellent

- Knowledge and understanding of performance review for employees is excellent.
- Application of performance review for employees in Monaghan Housing Ltd is excellent.
- Analysis and evaluation of performance review for employees in Monaghan Housing Ltd is excellent.
- Judgement is excellent.
- The quality of the candidate’s written communication is excellent.

[20]

Total

**AVAILABLE
MARKS**

20

90