

GCE



CCEA GCE A2
Exemplifying Examination
Performance

Professional Business Services

This is an exemplification of candidates' performance in GCE A2 examinations (Summer 2019) to support the teaching and learning of the Professional Business Services specification.



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EXEMPLIFYING EXAMINATION PERFORMANCE

GCE Professional Business Services

Introduction

These materials illustrate aspects of performance from the 2019 summer A2 examination series of CCEA's revised GCE Specification in 2016.

Students' grade A responses are reproduced verbatim and accompanied by commentaries written by senior examiners. The commentaries draw attention to the strengths of the students' responses and indicate, where appropriate, deficiencies and how improvements could be made.

It is intended that the materials should provide a benchmark of candidate performance and help teachers and students to raise standards.

For further details of our support package, please visit our website at www.ccea.org.uk

Best wishes



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GCE: A2 Professional Business Services

A21: Technology in Business

Grade: A Exemplar

Answer **all six** questions

Q1 Identify four areas where a business uses technology. [4]

Student's response

1. *Recruitment and selection*
2. *Learning and development*
3. *Financial management*
4. *Communication*

Examiner's comments

The candidate only identified two areas where a business uses technology. This response attracted two marks out of a possible four marks.

Q2 Describe **one** main feature of the following IT systems used by Professional Business Services firms.

Q2a Transaction Processing Systems (TPS) [4]

Student's response

A TPS involves a collection, retrieval and modification of data and reports. While it is often compares to batch processing, it differs as it occurs in real time and therefore more convient. For example, online websites typically use TPS to inform their customer as to whether a particular product is in stock and how many are available.

Examiner's comments

The candidate identified a feature and provided a good description of the Transaction Processing System and was awarded three out of a possible four marks.

Q2b Management Information Systems (MIS) [4]

Student's response

A MIS involves the management of data and can assist in making informed decisions. This technology will be used by a company to gain information on their employees. This may include their DOB, Name, address and department of work. A school may use the MIS, SIMS to sort this data on students. However, all data stored must adhere to GDPR regulations.

Examiner's comments

This response was excellent and was awarded a maximum four marks. The candidate gave an excellent description of what a Management Information System is and its features.

Q3 Chartam Ltd provide an online reservation system for a number of entertainment venues in Northern Ireland.

H2O Arena is considering using Chartam Ltd's online reservation system and has come to you, in your role as a professional business services consultant, to discuss using this online reservation system.

Evaluate the suitability and effectiveness of an online reservation system for H2O Arena and its users. [16]

The quality of written communication is assessed in this question.

Student's response

An online reservation system stores and collections information to allow users to book an event or service. H2O arena may consider using Chartam Ltd's system to allow it's customers to book tickets for a particular event rapidly. As this is more convient for customer as they can purchased anywhere at any time, they may be more willing to attend the event. In time, this will generate more sales and revenue for H2O arena.

An Online reservation system will also allow H2O Arena to have a competitive advantage over other arena's, especially as technology has become more popular in today's society. Customers who can easily download an app and reserve a slot at an event are therefore more likely to do so. In fact, the option to cancel their may even be more appealing.

H2O arena would be able to be appropriate decisions based on the system. They can check who has reserved a slot and how many more are available. Using this, the arena can decide how much more Marketing and Promotion is required to obtain more customers'. This will ensure the company can effectively prepare for the event and not be surprised by an outcomes.

However, an online reservation system can be an intial expensive purchase and also costly to maintain. In fact, an IT specialist may need to be hired to set the system up for H2O arena and solve any possible issues.

Employees at H2O Arena will also need to be trained in the use of it which can be very time-consuming. Those who find it difficult to comprehend may become frustrated and have an element of resentment for others.

As not everyone has access to technology or is IT literate, they will not be able to use the system. This cuts of possible customers of H2O Arena.

Overall, due to the popularity of technology, an online reservation system would be beneficial, especially to a company such as H2O Arena.

Examiner's comments

This response was awarded 13 out of 16 marks, placing it in the Level 4 mark band.

Knowledge and Understanding

The candidate identified the suitability and effectiveness of an online reservation system showing excellent knowledge and understanding of each.

Application

The candidate's response showed thorough application to H2O Arena and its users.

Analysis

The analysis of the effectiveness of a reservation system is appropriate, clear and logical throughout.

Evaluation

The candidate gave an appropriate, clear and logical evaluation of the suitability and effectiveness of a reservation system for H2O and their users with a fully justified supporting argument.

Q4a Employees at Chartam Ltd are complaining about the length of time they spend at a computer screen without a break. Mr Pio Hughes, Managing Director, has promised to review work practices to improve the situation for the employees.

In your role as a professional business services consultant, outline how **three** features of the Health and Safety Act may influence the operations of Chartam Ltd. [6]

Student's response

The Health and Safety Act 1974 states how Mr Pio Hughes is responsible for his employees and other individuals on the premises. For this reason he must ensure the lighting and temperature of rooms are suitable and will not result in any health issues such as seizure. As well as this, employees are entitled to breaks during work hours. This is typically based on how long they will work for a day as it will give them time to relax, eat and re-generate so they can continue with work and will not faint due to hunger. As employees are working with computers the act states how Chartam Ltd should provide anti-glare and tilted screens to help prevent eye problems. However, those already with eye problems should be provided with a free eye test.

Examiner's comments

The candidate provided three features of the Health and Safety Act. One of the features was answered briefly. The response was awarded five out of six marks.

Q4b Chartam Ltd is heavily reliant on IT. Other businesses in this sector have recently experienced a total loss of data. Ms Molly Harris, Head of IT Security, has received an email from the Managing Director advising her to have a disaster recovery plan in place.

Analyse the main features of a disaster recovery plan that Chartam Ltd should have in place. [16]

The quality of written communication is assessed in this question..

Student's response

A disaster recovery plan is a contingency plan that should be in place so Chartam Ltd is aware of what to do during a possible disaster.

They can consider choosing a hot site which is a temporary off-site location with computer software in which Chartam Ltd can continue to undertake work even if it is to a minimum. Here data back up is imperative so the company will still have access to files and their work is not lost. For this, cloud storage may be more effective for Chartam Ltd as it means data can be accessed anywhere by anyone with a password. Employees must be completely aware of the disaster recovery plan so they will understand what to do in this instance. A run-through may even assist in this processing. While this can be very time-consuming for a company, it will be beneficial in the sense that they will be able to limit the amount of damage done during an unexpected event. It will also give employees a greater degree of confidence in the process. As the company is heavily reliant on IT, any additional expense required for the DRP would be useful, as it would reduce the likelihood of a loss of data which would decrease profit. A lack of DRP may also result in a loss of customers due to distrust, creating a bad reputation. If they don't put procedures in place to protect the security of their data during such an incident, a zero day attack could occur. This is where someone with ill intent will take advantage of a fault in the system. This would be even more expensive for Chartam Ltd to recover from than the actual disaster recovery plan itself, suggesting the significance of it.

Examiner's comments

Knowledge and Understanding

The response identified the main features of a disaster recovery plan. Good knowledge and understanding of the main features were evident.

Application

The response shows good application of a disaster recovery plan to Chartam Ltd.

Analysis

The analysis of the main features of a disaster recovery plan was good.

Overall the response reflected the lower end of the Level 3 mark band attracting 9 out of 16 marks.

Q5 Chartam Ltd has recently invested in new technology for their online reservation systems. This will enable them to obtain personal data, information on shopping trends and feedback on customer experiences.

The collection of this information will raise a number of social, moral and ethical issues.

Analyse the social, moral and ethical issues for Chartam Ltd of using this technology for capturing, storing and analysing this personal information. [20]

The quality of written communication is assessed in this question.

Student's response

Personal information obtained by Chartam Ltd must adhere to the Data Protection Act 2018 as it must be accurate and kept up to date and should not be kept longer than necessary.

While obtaining shopping trends of customers will assist in market research customers may believe it to be an invasion of privacy, especially if they are not aware of it happening. However, if the information being used is justified and used purposefully it could be argued as morally acceptable. In fact, often users will have the option to accept website cookies so it is their choice as to whether their information is shared. Chartam Ltd will also consider the ethical use of this information and should have security measures in place to protect it. This may include an https, ssl or 2FA to prevent third parties from being able to see the personal information and steal it. This protection adds a sense of morality to their decision to use information.

In fact, if hackers were to attack the system in an attempt to steal information, it could not only be costly for the company but also develop a distrust with their customers.

Monitoring personal information may be uncomfortable for customers and as a result they may be reluctant to use Chartam's online reservation system. Instead, they may choose another company who does not use customer information.

This idea of information being stored can be discouraging and possibly scary for customers as it highlights the issue of technology taking over the world creating an ethical discussion as to whether this is a good or bad thing.

As monitoring shopping trends will allow Chartam Ltd to specifically appeal to their customers, they may be more accepting to it. The material marketed to the customers will be more relevant so they aren't bombarded with useful information. However, this can also be considered as manipulative as customers will be more encouraged to purchase something or attend a service.

Personal information collected by automated decision making may be inaccurate as it is collected on people. It is sometimes how to determine someone's behaviour solely on the internet. This may therefore create stereotypes.

Examiner's comments

Knowledge and Understanding

The response identified social, moral and ethical issues and showed excellent knowledge and understanding of the issues.

Application

The response shows thorough application to Chartam Ltd referring to the social, moral and ethical issues.

Analysis

The analysis of the social, moral and ethical issues was excellent.

Overall the response was awarded 16 out of 20 marks, just into the bottom Level 4 mark band. The response could have attracted higher marks with more analysis and application relevant to the question.

Q6 At a recent meeting of the Board of Directors Mr Pio Hughes, the Managing Director, received a report from you, a professional business services financial consultant. Your report outlined the necessity to improve financial decision making within Chartam Ltd.

As the financial consultant, evaluate the suitability and effectiveness of spreadsheets to support the financial decision making in Chartam Ltd. [20]

The quality of written communication is assessed in this question.

Student's response

Spreadsheets consist of an electronic document, made up of row and column and is used to make calculations. For example, Microsoft Excel.

Chartam Ltd can use spreadsheets to predict possible 'what if' scenarios. This means they can focus in on the strengths and weaknesses of their finance and come up with strategies that will limit the amount of loss to the company. They will then be more prepared about what expenditure outcome to expect.

More informed financial decisions can be made using spreadsheets as it can be used by Chartam Ltd to budget their expenses. This means they can acknowledge if they will need extra financial help during a particular quarter or if they have more money available to spread. This overall outlook on finance will help prevent loss.

As spreadsheets are created using technology, there is no need for Chartam Ltd to store paper copies of their financial data. Instead, it will be more efficiently organised and therefore easier to obtain on a computer. This can save valuable time in the future. In fact, this will also reduce the likelihood of data being lost, as in the event of a disaster it can typically be recovered from another computer.

However, while these calculations can easily be automatically re-calculated using spreadsheets, a error in the human input of data will impact the accuracy of it. This means the information will not be effective for use and cause the decisions made from it useless.

Despite the actual spreadsheet software being typically inexpensive to purchase, a degree of training will be required for the employees at Chartam, which can be costly. An IT technician may need to be hired if not already present at Chartam Ltd to help solves any issues with the software. If employees struggle to comprehend spreadsheet, they can become frustrated, decreasing their morale and work productivity. They may even display a resentment at the change. As training is typically time-consuming, it will prevent other work from being completed.

Overall, spreadsheets would be an effective software for Chartam Ltd to use to support the financial decision making. If used properly, the advantages clearly outweigh the disadvantages.

Examiner's comments

Knowledge and Understanding

The response showed excellent knowledge and understanding of the suitability and effectiveness of spreadsheets to support the financial decision making.

Application

The response shows thorough application to Chartam Ltd and the suitability and effectiveness of spreadsheets to support the financial decision making in the company.

Analysis

The analysis of the suitability and effectiveness of spreadsheets to support the financial decision making within Chartam Ltd is appropriate, clear and logical throughout.

Evaluation

The response gives an appropriate, clear and logical evaluation of the suitability and effectiveness of spreadsheets to support the financial decision making within Chartam Ltd. There was a final judgement.

GCE: A2 Professional Business Services

A22: Leadership and Management

Grade: A Exemplar

Answer **all six** questions

Q1 Professional Business Services firms provide advice to clients on leadership styles.

Q1a Explain **two** advantages and **two** disadvantages of a manager using a democratic leadership style. [8]

Student's response

A democratic leadership style is often known as a telling style. A democratic leader will state their expectations to subordinates and expect them to act upon them as told, the leader will retain control.

One advantage of using a democratic leadership style is that decisions will be made more quickly as only one individual is making them, this means that the decision making process is faster and time will not be wasted and can be spent elsewhere on other important business activities.

Another advantage of using democratic leadership style is that a more coordinated approach is taken to all work, as all employees are aligned in their objectives as they are all fulfilling the managers requests, this will improve communication and logistics and allow for the efficient completion of work.

However there are disadvantages to the democratic leadership style. Firstly when using the style, the telling of instructions and close supervision of subordinates can demonstrate the staff the business, lowering their morale and therefore less work will be completed and standard of work may be affected also.

As well as this another disadvantage of using a democratic leadership style is that if the leader is weak and incompetent poor decisions may be made and they may often punish employees as a result of this. Incompetent leaders using a democratic style will mean that the firms production and people working there will both be effected in the negative way and the organisation may fail.

Examiner's comments

The candidate failed to answer this question correctly. The response provided was confused with another leadership style.

Q1b Describe the difference between transformational and transactional theories of leadership Insert question. [8]

Student's response

A transformational leader is one who stimulates and inspires a group of people, and motivates them in order to come together to achieve extraordinary outcomes and goals. Transformational leaders will require an individual stimulation and informational stimulation to educate followers, they will need to have charisma to inspire the followers to achieve goals and finally they will need to provide personal attention to each team member.

A transactional leader is one who appeals to the self interests of a team through motivating them to achieve goals, through a series of rewards and punishments. A transactional leader requires contingent rewards which can be offered to motivated employees as well as a laissez faire approach with active and passive management by exception. Aside from the above differences in the components needed for each style there are differences in the way they operate also.

A transactional leader will operate in the current organisational culture where as a transformational leader will create a new culture for success and motivation.

A transformational leader will also address potential risks and issues before they occur where as a transactional leader will address them as they occur.

A transformational leader will inspire followers to achieve tasks and objectives where as a transactional will reward and punish.

A transformational leader will appeal to the whole teams need and requirements where as a transactional leader will appeal only to self interests of the team individuals.

Finally a transformational leader will take up the common role of a leader where as a transactional member will take up the role of a manager.

Examiner's comments

The candidate clearly described the difference between transformational and transactional theories of leadership showing an excellent level of knowledge and understanding to gain seven of the eight marks available. Repetition in the response prevented a full marks award.

Q2 As a result of increased levels of competition in the airline industry, two airlines have agreed to merge.

You have been employed as a professional business services consultant and plan to use

Galbraith's Star Model to manage this change.

Explain the elements of the Galbraith Star Model. [10]

Student's response

The Galbraith star model is used in business as a change management model which helps to manage the process of change within the business.

Firstly the model deals with strategy. This section of the model will involve the strategies involved to help to merge the two airlines with a smooth merging process. The two strategies of the airlines will be discussed and together one overall strategy will be created for the newly merged company, allowing for a strategic direction to take place through this new strategy.

The model also deals with the structure of the organisation. Both airlines will have organisational structures and they will have to come together to create a new organisational structure with all job roles and responsibility to firmly create a new structure under the merged airline.

The model will address the people during the change. Change can affect people and people may resist change due to fear, insufficient information, peer pressure and uncertainty, therefore the model must help identify people's roles in the change process and what their role will be in the newly merged company to provide them with confidence and assurance during the change process.

The model also deals with processes during the merging phase new processes will be determined as the new merged company will operate in new ways and therefore needs new business processes, affecting the efficiency and way that the business is run.

Finally the model will review rewards of the process. The merging of the company will be beneficial and reward of this will be seen including larger market share for the airline, increased customers and therefore increased revenue and sales. As well as this employees will see rewards also with some receiving new job roles, promotion and new responsibilities from the merging of the airlines.

Examiner's comments

The candidate was awarded nine out of ten marks for their response which clearly identified all five elements of the Galbraith Star Model. In most cases, they provided the required explanations for the elements used by the airline industry to manage change. The response showed an excellent level of knowledge, understanding and application.

Q3 Tony Smith is the Human Resource Manager at Jumpin Doughnuts Ltd. A recent staff survey has indicated that employees are unhappy with the autocratic leadership style currently used within the business. Issues raised by employees include lack of consultation, unrealistic deadlines and poor motivation.

You are a professional business services consultant employed by Tony. Explain how you would use Adair's action-centred leadership model to address these issues. [9]

The quality of written communication is assessed in this question.

Student's response

Adairs action leadership model can be used by Jumpin Doughnuts LTD (JD LTD) to improve the management style in the business to help the business reach a level of people performance and high staff motivation.

The first stage for JD LTD in the Adair leadership model is to set clear, fair and equable objectives. These objectives should be consulted with the employees to ensure that there is an agreement of objectives that is fair both business and employees. This setting of objectives will provide clear and realistic deadlines for the staff members of JD LTD removing the issue of unrealistic deadlines and lack of consultation.

The second stage of the Adair leadership model for JD LTD is the building of each individual team member. The management of JD LTD should build every team member to provide them with the correct motivation and skills needed to allow them to meet goals and deadlines and provide a key performance as an individual in the team. This personal attention will remove any issues with lack of motivation within JD LTD at the current time and will help the business on its way to peak performance.

The final stage of the Adair leadership model for JD LTD is the building of the team. With the building of the team the firm, JD LTD will be able to create a group bond of cohesiveness and togetherness which will allow for a higher level of motivation to be achieved. With this the team will take a more coordinated approach to objectives allowing them to meet deadlines that are now realistic and clear.

Examiner's comments

The candidate's response was very good and was awarded seven from a possible nine marks in the level 3 mark band. The candidate correctly identified the three stages of Adair's action-centred leadership model showing an excellent level of knowledge and understanding to address the issues within Jumpin Doughnuts Ltd. To gain more marks further reference and detail of how the business could use the Adair action-centred leadership model to address the issues identified in the question was needed.

Q4 Bob Black has recently been appointed as the Chief Executive Officer (CEO) of a large manufacturing business.

You have been employed as a professional business services consultant to advise Bob of the key functions of management.

Explain how Bob could use Fayol's five functions of management in this new role. [15]

The quality of written communication is assessed in this question.

Student's response

Fayols five key functions of management are set out in order to improve the overall structure of management within a business and Bob Black could use them within managing his manufacturing company.

The first stage with Fayols 5 functions of management is Planning of the business. Bob should plan all activities of his manufacturing firm including planning on objectives for the future that need to be met and the deadlines for these objectives. Bob within the planning of the business should set out target for the manufacturing company that need to be met to therefore compare every business activity and process to these target s in the planning stage to be able to compare how the business is performing compared to how it was planned to perform.

Secondly within Fayols functions of management Bob should oversee the organisation of the manufacturing firm. Organisation within the manufacturing firm is crucial in order to ensure that the business is running efficiently at all times allowing for a good work rate to occur. Bob must organise business activities including what is going to be manufactured and when, the amounts that are going to be manufactured and costs also. Bob also must organise the employees of the company providing them roles and organising each employee to each activity to ensure the efficient running of the workplace on a daily basis.

The next process in the Fayols functions of management are involving the commending of employees. The CEO Bob must be a strong leader and command targets and objectives to be met by employees. Bob must command the highest standard of work from his employees and must command that they work to their best intensity in order to improve the production of manufacturing. Bobs commanding of employees is essential to increase productivity and efficiency.

The next function of management set out by Fayol is the controlling of the business. Bob as CEO must be in full controll at all times, this includes which decision making Bob should have full control over all decisions made within the business. As well as this Bob should control employees and assign them work and tasks to complete, having full control over all staff in the business to ensure work is assigned effectively.

The final function of management set out by Fayol is the coordination from the manager in the business. Bob has full responsibility to coordinate all business activities to ensure one activity is complimenting another activity as this is important in the manufacturing business to ensure timing of manufacturing is up to speed. Bob must also coordinate with employees and company objectives, aligning them both to achieve the best possible outcome for people and producing and improving management in the manufacturing company.

Examiner's comments

The candidate had clearly identified Fayol's five functions of management that Bob Black could use in his new role as the Chief Executive Officer (CEO) of a large manufacturing business. The response was awarded 11 out of 15 marks, just inside the level 3 mark band. For a higher mark 3 the response should have included more detailed application to Bob Black, further expanding upon Fayol's five functions of management in his new role.

Q5 You are a professional business services consultant and have been employed by a national retailer to advise them on effective team development.

Evaluate the usefulness of the Belbin nine team roles model for developing effective teams. [20]

The quality of written communication is assessed in this question.

Student's response

The Belbin model breaks down team working roles into three categories, Action Orientated, People Orientated and thought Orientated team working roles.

There are nine roles within the Belbin model. The first role of the model is the shaper, who is the person who shapes and moulds the culture and processes within the business.

A second role of the Belbin model is the implimentor, this is the person who helps to implement new ideas, strategies and cultures into the team.

The third role of the model is the complete finisher, the member of the team who always gets the job completed and can be relied on by the team.

The fourth member of the model is the coordinator, who coordinates activities of the team, coordinates and aligning objectives also. The coordinator takes up a lead role as they have a lot of responsibility within the team and coordinate all members.

The fifth team role is the team worker, this is a person who provides support and advice to all members of the team and focuses in on the team objectives, not individual objectives.

The sixth role is the resource investigator who finds the required resources needed for the team and assigns the resources appropriately.

The seventh role is the plann who is the creative spark of the team who carry up with new ideas and possibilities for the team.

The eighth role is the monitor who reviews the ideas from the plant and analyses them to decide if they should be implemental or not.

The specialist is the last role of the team, this member can help to improve the team by providing excellent specialist knowledge and advise in their field of work.

Belbin can be implemented into the business through carrying out an employee self evaluation this could be followed by a 360° observation from an outside observatory client on the retailer who can then advise them on the role to allocate individual based on behaviour and their self evaluation.

The Belbin model is useful as it provides a common language for all team members as they all know the roles of one another and themselves. The Belbin model is also useful as it provides a consistent approach meaning cohesiveness will be improved as well as efficiency of operations. The Belbin model is also useful as it allows for work to be recognised, as each employee work from their role can be seen, making it easy to identify what employees are performing well. The Belbin model is useful also as it allows for strengths and weaknesses of employees to be discussed in a

non threatening way, allowing for roles to be best assigned for what the employee is best at, meaning work standards will be heightened.

Finally the Belbin model is useful as it improves the communication of the team, allowing for a better approach to workloads and more efficient completion of goals and objectives.

However there are drawbacks to the Belbin model. Firstly the model is easy for team working and roles do not work for individual work, limiting the amount of time Belbin can be used.

As well as this there are only 4 roles limiting the amount of team members that can be utilised. Furthermore the team roles are established on behaviour and do not consider personality which can lead to inaccuracies when assigning roles. To add to this people may behave differently in teams and therefore their role may not best suit them.

Finally the model can be culturally biased causing issues with allocation of roles.

Overall in conclusion the model has drawbacks as it limits to only team working, however its advantages outweigh these as the model provides the best way for working in teams and gives a more coordinated, consistent approach and therefore should be used by the retailer.

Examiner's comments

This response was awarded 16 out of 20 marks, placing it just into level 4 mark band. The candidate had shown an excellent level of knowledge and understanding of the Belbin nine team role model by addressing all nine roles. They also included a number of advantages and disadvantages in their evaluation. Application and evaluation of the content was good, however, the answer lacked sufficient depth in application of points to a national retailer, and in the evaluation. The candidate was credited for including a final judgement at the end of their response.

Q6 A Professional Business Services firm has been appointed by a manufacturing business to design an employee performance review process which will be used as part of their performance management programme.

Discuss the advantages and disadvantages of performance review for the employer. [20]

The quality of written communication is assessed in this question.

Student's response

The performance review process utilises a series of performance management techniques and these are used to analyse the performance of employees and also contribute to the analysis of the overall organisational performance.

The performance review process will involve the employer, creating a forum to discuss objectives, setting performance standards, setting objectives, reviewing the performance at a later date and then identifying any factors affecting the performance and any learning and development needs.

The overall process provides many advantages to the employer.

Firstly the employer is able to recognise the contribution from each employee and based on this recognise if the contribution was of a correct standard and if the employee was underperforming in any way.

Secondly the performance review is beneficial for the employer as it allows them to create a culture for success in the business as employees will see that good work is identified by the manager during the review and therefore employees will aim for success.

The performance review process is also beneficial for the employer as they can discuss strength and weaknesses with their employees and from this can recognise where their employees are performing well and where improvement need to be made and training needs to be implemented.

The performance review process is also beneficial as employers can review and identify employees who seem fit for promotion to a higher role to allow for career progression and organisational growth and success.

The performance review process is also beneficial for employers to keep and maintain a full set of records as all employees that can be referred back to at any date for any required reason giving employers more knowledge over their staff.

Finally the review process is beneficial for employers for career planning must be for their employees as they can analyse the data gained from the review and decide potential roles and responsibilities that employees may be bet suited to.

However with the employee review performance process there are also drawbacks.

Firstly employee confidence can decline as a result of the process which can leave their self esteem; therefore employees may begin to perform poorly as a result of the process, causing organisational problems.

Secondly the process is lengthy and complex and may take a lot of time out of work, meaning efficiency within the workplace may decline during the process.

As well as this the process may be problematic if limited to performance related pay as employees may hinder the views of employers to seek a better view of their performance to receive a higher pay.

Finally managers that are biased will also cause issues to employees as they may wrongly record records of employees, giving a false image of the employees actual performance.

Overall the performance review process can seem difficult and lengthy and complex at times, however it provides employees with a lot of information an contribution of employees, past records and helps them with decision making and therefore the performance review process is beneficial and effective and should be used by the manufacturing firms employees.

Examiner's comments

This response was awarded 16 out of 20 marks placing it in the level 4 mark band. The candidate had shown an excellent level of knowledge, understanding and application discussing the advantages and disadvantages of performance review for the employer. The response was given credit for concluding with a final judgement, however, if additional detail had been included in the discussion for each point made more marks would have been awarded.

