

Received complaints - long waiting time

Section C

8.(a) A Travel agents

Purposes: to develop a smart phone app

- Planning: Provide the travel agent with directions and goals to develop the smartphone app
- Organising: As a guideline for resources allocation, the travel agent can measure how many resources are required for the project
- Leading: Allow the management of the travel agent to provide specific and quantitative working target to the staff
- Control: As a standard for performance measurement, the management of the travel agent can ensure that the staff are working towards the goal of developing smartphone app

(2 marks for each relevant purpose, max. 8 marks)

(b) Recruit Programmers

Evaluation methods: for assessing the ability of the candidates

- Written applications: The HR manager can ensure that the candidates have relevant academic background and work experience in writing a program, based on their cover letter and curriculum vitae
- Work sampling technique: Candidates are required to complete a task of writing a program. This can reflect whether the candidates are qualified for the job
- Interview: The interviewer can observe the response of the candidates directly, so as to measure their awareness of the work and the development of mobile phone program
- Reference check: According to the information provided by the candidates, the HR manager can inquire the current supervisor or employer about the ability of the candidates

(3 marks for each evaluation method, max. 12 marks)

(b)

Performance management process: for front line staff

1. Formulating clear and measurable performance standards: such as the target time to complete an order
2. Measuring performance and monitoring goal achievement: such as the change in the average time to complete an order and the difference between the target time
3. Providing feedback and coaching on the performance result: such as the method to speed up each order
4. Making HRM decisions: such as move the unimproved staff out of the front line

(2 marks for each relevant step in correct sequence, max. 8 marks)

< American Fried chicken chain >
< Korean Fried chicken >

9.(a) SWOT

Strength (positive internal factor):

- The fried chicken chain has got the equipment of fried chicken
- The bargaining power for chicken suppliers is higher

(3 marks for each strength, max. 3 marks)

Weakness (negative internal factor):

- Employees are not familiar with the production of Korean food
- The workload of the employees will increase

(3 marks for each weakness, max. 3 marks)

Opportunity (positive external factor):

- Demand for Korean food is increasing

(3 marks for each opportunity, max. 3 marks)

Threat (negative external factor):

- More Korean restaurants opened, and thus, the market competition is increasing
- The image of the American fried chicken chain will become unclear

(3 marks for each threat, max. 3 marks)