



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF MANAGEMENT SCIENCES**

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: MEP 711S	COURSE NAME: MANAGING EMPLOYEE PERFORMANCE
SESSION: JULY 2019	PAPER: SESSION 1
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Mrs. Fiina Shimaneni Mrs. Candice Damens Mr John Kangowa
MODERATOR:	Ms Margaret L. Sezuni

INSTRUCTIONS
1. Answer ALL the questions. 2. Write clearly and neatly. 3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper
2. Examination script

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

Section A

Read the Case below and answer a set of questions below it.

Disclaimer: "The character in this fable is non-fictitious and resemblance to real people and facts and there are no coincidences with the corporate and purely not coincidental – but used for learning purpose only".

Managing Employee Performance thoroughly

Performance management meetings are often tedious and disappointing. However, here is a case from a large Namibian retailer, *Ohlthaver & List Group of Companies (O&L)*, where performance management rescued a good employee who was en route to failure. At O&L they take pride in their employees, and they want to enhance the lives of everyone, employees and clients. O&L's concentrates on hiring qualified candidates and placing them in the right positions, because this will fulfil their desire which is to become the best employer to work for in the southern Africa.

The story of performance management began when Berthold Mukwahima was transferred from another function into an important HR role. It was not long before complaints were coming in, which set the stage for an unpleasant mid-year performance review. "What is your future plan?" asked his boss, trying to build some perspective on the situation rather than jumping into a series of criticisms. Mr Mukwahima had no answers. "Tell me what you would like to achieve in this job?" his boss persisted. After avoiding a direct answer he eventually blurted out, "Why are you asking me this? I love this job." Then he burst into tears.

His boss knew there was a problem but could not put his finger on why he was doing so poorly. Neither did he have the time to devote to a lot of coaching. He knew Mr Mukwahima was motivated and had a good track record in his previous job. Despite the complaints from his internal clients he wanted to give him a chance. His solution was to sidestep the issue by getting him to report to another manager with a great reputation for mentoring.

The new manager took him under his wing. The new manager soon got to the root of the problem. Mr Mukwahima was smart and dedicated, but had no relevant experience and no idea how to do the job. It was a serious but fixable problem. With a little time and a little guidance he figured things out and got on track. Actually, he did more than get on track. He proved to be the best person the company ever had in the role. He went well beyond what was expected. He was a star. Here we have a case of performance management leading to a rescue of lasting value to both the organisation and the individual involved.

There are some notable points worth highlighting. One is that because their reviews were frequent, not just once a year, there was a chance to detect and respond to the problem early on. Secondly, the process merely set the stage for the rescue. The rescue itself occurred because his original manager cared enough to get him into a good mentoring situation, and his new manager was dedicated enough to help him solve the problem. Mr Muwahima now is the Group Human Capital Director of O&L.

Performance management can make a big difference, but only in capable caring hands.

QUESTION 1

From the case above, what can you discuss that will differentiate Performance Management and Performance Appraisal?

(10)

QUESTION 2

Reading from the case, create a mission statement and at least (5) corporate values with a brief description of each (*Mission Statement and Values*).

(15)

QUESTION 3

The manager of Mr Mukwahima started the process of finding out what the issue was by asking him questions. But there is a formal Performance Management Process. You are a consultant hired to come and have a brief discussion with management of the steps involved in the process. What will your discussion cover?

(12)

QUESTION 4

In the case, it tells us that, Mr Mukwahima would not behave (perform) the same when placed in a different working role (environment), his performance varied. It is therefore imperative to set up different approaches to measuring performance. Discuss the common three approaches in detail.

(15)

QUESTION 5

It is evident that, Mr Mukwahima was not necessarily incapable of his role and that is why the organisation he works for took action to rectify his behaviour or performance. O&L takes pride in their employees. Looking at that process of developing his performance, one can see that O&L has fulfilled its purposes of their strategic planning. With what you have learned in class and coupled with a few facts from the case, discuss briefly what the purposes of strategic planning are?

(14)

QUESTION 6

As a HR Practitioner be creative and develop a 1-paged performance appraisal form for Mr Mukwahima as director for human capital for O&L. The form should contain all the nine (9) major components. Make use of the addendum (job description) attached at the end of this question paper.

(25)

QUESTION 7

Reading from the case, we saw that a level of mentoring or coaching was carried out for Mr Mukwahima to up his performance through the guidance of another manager he reported to. Discuss what the major coaching functions would have been applied in that regard.

(9)

Total Marks: 100

ADDENDUM OF QUESTION 6

JOB DESCRIPTION – DIRECTOR: HUMAN CAPITAL

COMPANY: Ohlthaver & List Group of Companies

ACCOUNTABILITY: Reports to the Executive Director

JOB SUMMARY

This position is responsible for guiding and directing the overall provisions of Human Resources services, policies, and programs for the entire company. Specifically this position oversees and directs all recruiting, employee relations, benefits administration, change management and training programs for the company. In addition, the director is responsible for implementing, enforcing and administering Namibian labour regulations as well as corporate policies and procedures.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- *Evaluate organization vision, mission, structures, processes and people and recommend, design and facilitate implementation of solutions to ensure alignment with the Company's overall direction.*
- *Responsible for implementing, enforcing and administering federal and state employment regulations as well as corporate policies and procedures.*
- *Manage core Performance Management and feedback processes. Develop manager capability on employing these processes and obtaining best in class results.*
- *Ensure accurate and written job descriptions with clear job accountabilities, reporting structures and career paths*
- *Develop training plans and programs; organize training sessions, workshops, and activities*
- *Establish salary guidelines for hiring and performance evaluations for each job within the organization*
- *Provide recruiting and hiring support by developing recruitment plans and implementing activities such as internal communication, placement of ads; reviewing resumes, conducting screening interviews, administer tests or evaluations, and reference and background checks.*
- *Services as the Affirmative Action compliance officer*
- *Develop staff orientation programs*
- *Ensure accurate employee files*
- *Administration of all corporate and employee benefits and services to include health care programs, life insurance, disability insurance, leave management and benefits.*
- *Collaborate with management and staff to drive workforce planning initiatives within divisions and department teams.*
- *Provide proactive guidance and counsel to managers and employees on employee*
- *Introduce, lead and influence change management initiatives with management staff in order to address issues that will enhance overall performance.*
- *Coach employees on subjects such as career, leadership and performance development plans, compensation matters and assisting employees during implementation of change management initiatives.*
- *Development and management of workplace safety programs- at all facilities and show-site operations and overall environmental conditional*
- *Develop and manage all safety programs as well as accident reporting*
- *Ensure adherence of OSHA rules and regulations*