



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: MEP711S	COURSE NAME: MANAGING EMPLOYEE PERFORMANCE
SESSION: JUNE 2023	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms Martha Namutuwa
MODERATOR:	Ms Margaret L. Sezuni

INSTRUCTIONS
1. Answer ALL the questions. 2. Read all the questions carefully before answering. 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

(50)

Question 1

1.1. Discuss Contingency Pay (CP) concept?

(2)

Read the case study below and advice in detail to the Green management the six possible challenges associated with the implementation of Contingent Pay performance based.

(12)

Case Study

The Contingency Pay reward system is meant to motivate and improve the performance of the employees. A well-known factory giant Green has implemented a Contingency Pay concept. The factory produces food and has various brands such as Betty Crocker, Wheaties and Bisquick. Green management implemented a performance based bonus system to award and motivate employees for cleaning the vegetables and removing insects. The employees are rewarded based on the higher amount of insects they removed. The employees were not so motivated to do the work and their enthusiasm disappeared. However, the employees wanted to be rewarded with the bonus and started bringing insects from their home putting them into the vegetables and removing them to get rewarded management discovered. *Adopted from Aguinis (2014).*

1.2. A local bank in Namibia well known for its innovation implements a 360-degree performance feedback concept in its performance management system. Reflecting on that scenario, discuss the stakeholders involved in providing performance information during the 360-degree performance appraisal and explain the advantages for each sources in this case? **(20)**

Any other relevant explanation that may be deemed correct can be considered for maximum marks.

- 1.3. Read the case study below and Discuss the challenges of the poorly implemented performance management to create awareness to the public service leadership entities. (8)**

Case study

Namibia is envisioned to be an industrial country by 2030 with its vast natural resources. In order for Namibia to successfully attain its vision it needs to implement performance management system to hold its leadership accountable in government agencies including State Owned Enterprises (SOEs) and local authorities accountable. However, some of the Namibian Public Enterprises such as Air Namibia, Roads Contractors Company (RCC) and the SME Bank to mention a few have collapse due to the lack of knowledge in implementing performance management system and the poor implementation thereof. In addition, the government agencies and ministries have been struggling over the years to implement performance management in the public service. The poor performance management system implementation has also lead to litigation cases at some of its agencies were performance appraisal is implemented inconsistently and utilized it as a yardstick to punish employees.

- 1.4 Imagine you are hired as a consultant expert in Performance Management to train the employees and the government entities leadership. Explain the term performance management to the public service and indicate the importance of appraisal meetings. (8)**

SECTION B
Question 2

(50)

Read the case study below and answer all the questions that follow.

Malan Customer Management company is driving towards a new direction and a new company vision statement including the alignment with an effective performance management system. Malan Customer Management is part of the United Africa Group. The company provides clients with management customer services, contact centres and collection services. In 2001 the company moved from being part of a utility company to becoming an outsourced provider of services. With this change a new vision was created centred around the phrase “great customer experiences through great people”. The company then sought to create a performance management system that could align the staff skills and behaviours to the new vision and its strategic plan. Based on the need to focus on customer service as primary to success. Malan sought to define, measure and reward systems. Creating behaviour statements allowed employees to have a clear understanding of how their work linked directly to the company’s vision.

Adapted from Aguinis,2014

- 2.1. In your own view, do you regard the depicted scenario above as performance management or performance appraisal? Justify your views. **(2)**
Any other relevant justification
- 2.2. A well implemented performance management can make meaningful contributions to the organisation if its aligned to a well-crafted strategic plan. The behaviours, results and developmental plans of employees must be aligned with the strategic plans components. Recommend several steps that Malan Customer Management company should consider in creating a successful strategic plan discussing them in detail linking them to the scenario? **(10)**

- a. Graphically illustrate and briefly explain in detail, with the support of the case study, how Malan Customer Management company can ensure that its performance management system is aligned with its strategic plan to support its envisaged change? **(15)**

Short explanation in relation to the case study is required.

- b. Malan's new vision was created centred around the phrase "great customer experiences through great people" Explain what a vision statement is and reflect on the Malan's vision statement and indicate with a yes or no substantiate if this vision conforms to the characteristics of a vision state me not as discussed by Aguinis (2014). **(15)**

- c. Many organisations including Malan company have realised that there is a need to focus on both task and contextual performance. Discuss the difference between the two performance dimensions, explain the reasons why contextual dimension should be included in any company's performance management system. **(8)**

Consider any other relevant answer

Total: 100