



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF HUMAN SCIENCES, COMMERCE AND EDUCATION**

**DEPARTMENT OF MANAGEMENT**

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| <b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b> |   |
| <b>QUALIFICATION CODE: 07BHRM</b>                            | <b>LEVEL: 7</b>                                   |
| <b>COURSE CODE: MEP711S</b>                                  | <b>COURSE NAME: MANAGING EMPLOYEE PERFORMANCE</b> |
| <b>DATE: JUNE 2022</b>                                       | <b>PAPER: 1</b>                                   |
| <b>DURATION: 3 HOURS</b>                                     | <b>MARKS: 100</b>                                 |

| <b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b> |  |
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| <b>EXAMINER(S)</b>                                  | Mr Elias Kandjinga<br>Ms Sylvia Schubert |
| <b>MODERATOR:</b>                                   | Ms Margaret L. Sezuni                    |

| <b>INSTRUCTIONS</b>   |
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| 1. Answer ALL the questions.<br>2. You are expected to apply your subject knowledge to the case study.<br>3. Write clearly and neatly.<br>4. Number your answers clearly. |

**PERMISSIBLE MATERIALS**

1. Examination paper
2. Examination script

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



**Question 1**

Read the following case study and answer all questions that follows.

**Performance Management and the Law: Bukalo makes U-turn on CEO's contract**

THE Bukalo Village Council has revoked its resolution stating it would not extend chief executive officer (CEO) Martin Limbo's contract for another five years. Limbo's contract expired on 31 May 2020. The revoked resolution was taken on 17 February 2020. However, in attempts to obtain a renewal, Limbo took the council to the Labour Court on the grounds that the council interrupted his contract when it unfairly suspended him on 7 October 2016 with full pay till August 2017. He was subsequently dismissed, leading him to take the council to the Labour Court over alleged unfair dismissal in the same year. The Labour Court ruled in Limbo's favour in 2018, and as such, he was reinstated on 29 September 2019.

In arbitration documents seen by The Namibian yesterday, Limbo further argued that during his employment contract period he was never appraised for his performance as per clause 8.8 of the employment contract, resulting in a breach of contract. He said the performance appraisal becomes the only yardstick with which to measure the performance of a contract employee, and whether such contract should be renewed or not. Hence, the council failed to appraise him for the whole five years of his first term. The Martin Limbo vs Bukalo Village Council arbitration, which was referred from the High Court to the Office of the Labour Commissioner, is still due to be heard before arbitrator Fabiola Katjivena from 9 to 13 May at Katima Mulilo.

However, while this matter is still pending, the Bukalo Village Council in a letter signed by the chairperson, Judith Mwilima, said a fruitful consultative meeting was held on 3 March, and subsequently a special council meeting on 22 March to make a decision on the way forward. The letter further states that not only did the council resolve to revoke the previous resolution, but also decided not to proceed defending the labour matter between itself and Katjivena on accounts of a lack of substance and merits against Limbo. Additionally, the council requested Limbo to withdraw the labour case, and therefore it would be in a position to extend the employment contract that existed between the two parties.

The letter, which was seen by The Namibian, was addressed to the Office of the Government Attorney for Jabulani Ncube's attention, who is representing the village council in the arbitration hearing.



Mwilima yesterday declined to comment on the contents of this letter. "I have nothing to say regarding that issue," she said [...].

*Source: The Namibian, 2022*

- 1.1. What is performance management? (2)
- 1.2. Discuss six performance management contributions that are apparent in the case study. (12)
- 1.3. From the case study identify and explain four legal principles that affected the performance management between Mr Limbo and the Bukalo Village council. (8)
- 1.4. "In arbitration documents seen by The Namibian yesterday, Limbo further argued that during his employment contract period he was never appraised for his performance as per clause 8.8 of the employment contract, resulting in a breach of contract. He said the performance appraisal becomes the only yardstick with which to measure the performance of a contract employee, and whether such contract should be renewed or not. Hence, the council failed to appraise him for the whole five years of his first term". **Discuss the significance of appraisal meetings and how such meetings could have prevented Bukalo Village Council from litigation.** (10)
- 1.5. Assume you are the HR manager of the Bukalo Village Council, explain the importance of performance management to the Village Council and its employees. (15)



**SECTION B****[53]****Question 2**

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

Ndina has just had her performance appraisal interview and has been sitting at her desk staring at the evaluation form for the past ten minutes. She cannot understand why her supervisor has rated her performance so poorly. She has been working for this clothing retail company for the past five years in the sales department, and has never received such a poor evaluation. During the interview, her supervisor pointed out that there were numerous complaints from customers and colleagues regarding her attitude. When customers enter the store, she does not approach them; instead, she sits and talks on her phone. He further indicated that customer services is the most important key performance areas (KPA) on which she will be evaluated; therefore, he cannot increase the rating on this KPA. Ndina cannot understand why no one has ever informed her about the fact that her performance is not up to standard. She was under the impression that her work was satisfactory and that everyone was pleased with her work.

During lunch, she tells Tuli, her colleague, about her performance interview. Ndina points out that she could have corrected her behaviour and performance if her supervisor had informed her about these complaints earlier. In response to Ndina's confusion, Tuli did not know how to advise her colleague.

*Adapted from Warnich et al.2018*

- 2.1. In your own view, do you regard the depicted scenario as performance management or performance appraisal? Justify your views. **(3)**
  
- 2.2. A well –implemented performance management can make meaningful contributions to the organisation. Unfortunately, we cannot say the same to this company. Pinpoint the wrong doings from the case study, which may hinder its performance management contributions. **(10)**
  
- 2.3. Implementation of a performance management like this can have repercussions to all stakeholders. Explain in detail, with the support of the case study, the consequences that Ndina and the retail company are likely to suffer should the situation remain the same. **(10)**





- 2.4. There are three individual determinants of performance discussed by Aguinis (2014). Identify and explain the one, which is evident in this scenario. (5)
- 2.5. Many organisations have now realised that there is a need to focus on both task and contextual performance. With the examples from the case study, explain the pressing reasons why contextual dimension should be included in this company's performance management system. (8)
- 2.6. Considering the performance management approach at the retail company, do you think their performance management system is suitable, beneficial, and significantly contributing to the strategic plan of the company? (3)
- 2.7. In a short summary, how did the Managing Employee Performance course shape your understanding of an ideal performance management system in the organisation? Do you foresee applying what you have learned hitherto/thus far, how? (14)

**Total: 100**

