



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS	
QUALIFICATION CODE: 08HHRM	LEVEL: 8
COURSE CODE: APM821S	COURSE NAME: ADVANCED PERFORMANCE MANAGEMENT
SESSION: NOVEMBER 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	DR MICHAEL OCHURUB DR ANDREW JEREMIAH
MODERATOR:	DR SIMEON AMUNKETE

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer all questions.2. Read all the questions carefully before answering.3. Marks for each questions are indicated at the end of each question.4. Please ensure that your writing is legible, neat and presentable.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1

1.1 Performance management is a continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organization. It involves performance planning to achieve goals, reviewing and assessing progress, developing knowledge, skills and abilities. Hence, there are some principles of performance management to be adhered to. Having studied this statement, critically analyse and evaluate the overall principles of performance management. You can also approach it from the perspectives of various authors known to you. (20)

1.2 Performance management is also viewed by various authors, journals, thought leaders etc. as very important for any organization to improve and optimize performance and operational efficiency. Based on this statement, take a comparative approach and analyse various theories underpinning the role and importance of performance management. (18)

[38]

QUESTION 2

2.1 Evaluate and propose various stages that need to be followed in the actual design of performance management, after the preliminary work has been done. (18)

2.2 It is important to have a good communication plan. However, it is important to note that implementation of a good communication plan may be hindered by certain biases that people may have. Having studied this statement, analyse some biases that can negatively affect the implementation of a good communication plan, and propose also the ways to minimize negative impact of these biases. (14)

[32]

QUESTION 3

- 4.1 360-degree feedback is a very important part of performance evaluation as it allows the peers, customers and subordinates to rate the employees. However, 360-degree feedback has also some challenges. Having studied this statement, please discuss why you would recommend 360-degree feedback system to an organisation and critically analyse the challenges that such an organisation may face. (15)
- 3.2. Cortes (2015) argues that the coaching model does not tell someone how to coach but rather provides an underlying structure that is used as a guide for coaching someone, and a helicopter view of the situation thereby increasing the coach's ability to respond adequately. Having examined this statement, propose how the **GROW** and **FUEL** Models of coaching could be implemented practically in your organisation. (15)

[30]



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SESSION: JANUARY 2020	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	DR MICHAEL OCHURUB DR ANDREW JEREMIAH
MODERATOR:	DR SIMEON AMUNKETE

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer all questions.2. Read all the questions carefully before answering.3. Marks for each questions are indicated at the end of each question.4. Please ensure that your writing is legible, neat and presentable.

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QUESTION 1

- 1.1 Consider the main components of the concept of performance management and clearly illustrate why you would recommend performance management practices for any organization/institution. (15)
- 1.2 A performance management system does not operate in a vacuum, it operates in an environment which is conducive, but very often such an ideal situation is not always in place. It means that some of the key contextual factors must be considered in order to increase chances of developing and implementing an effective performance management system. Having studied this statement, analyse and evaluate some key contextual factors that should be taken into consideration to ensure that performance management is developed and implemented successfully. (15)
- 1.3 Identify and assess the underlying theme and premises of performance management values (10)
- [40]**
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QUESTION 2

- 2.1 As a Human Resources Practitioner you need to spent time to undertake certain preliminary work to reduce the chances of encountering challenges caused by poorly designed performance management system. Having examined this statement, formulate some pre-requisites steps or preliminary work to be done to ensure effective design of the performance management system. (20)
- 2.2 In your own analysis, how would you describe the concept “implementation”, and what would be the role of active implementation frameworks during such a process? (10)
- [30]**
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QUESTION 3

- 3.1 Critically analyse the Frame of Reference Training programme, which is essential for the managers to ensure successful implementation of performance management in an organization. (10)
- 3.2 Elaborate on the importance and/or the most common reasons for organising work around the teams. (10)
- 3.3 Evaluate and provide your own judgement on the components of team performance management process. (10)

[30]
