NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT (HONOURS)	
QUALIFICATION CODE: 08BHRM-H	LEVEL: 8
COURSE CODE: APM821S	COURSE NAME: ADVANCED PERFORMANCE MANAGEMENT
SESSION: JANUARY 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DR MICHAEL OCHURUB
MODERATOR:	MR. R. RITTER

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

PERMISSIBLE MATERIALS
NONE

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

QUESTION 1

1.1 The most important principle of performance management is a "win-win" situation, which implies for both individual employee and the organisation. Having examined this statement, assess what the performance management can do for both an employee and the organisation. (15)

1.2 Identify and judge the value or significance of system factors affecting individual performance in the performance management process (13)

1.3 Identify and assess the underlying theme and premises of performance management values (7)

[35]

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]

QUESTION 3

3.1   Performance Management is full of rater errors. Therefore, the managers/supervisors must be provided with Rate Error Training (RET) and strategies developed to minimize rater errors and increase rating accuracy. Having examined this statement, identify and analyse the type of rating errors made and propose some ways on how to overcome it.

(10)

3.2   Identify various types of teams within an organisation and describe briefly, how the performance of such teams could be measured.

(13)

3.3   Evaluate and provide own judgement on the components of the team performance management process

(12)

[35]