



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION
DEPARTMENT OF GOVERNANCE AND MANAGEMENT
QUALIFICATION : BACHELOR OF HUMAN RESOURCE MANAGEMENT

QUALIFICATION CODE: 07BHRM	COURSE LEVEL: 6
COURSE CODE: PMG612S	COURSE NAME: PERFORMANCE MANAGEMENT
SESSION: JUNE 2024	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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MODERATOR:	Ms Victoria Sem

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Read all the questions carefully before answering.3. Number the answers clearly

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

SECTION A

Question 1

- 1.1. Discuss the difference between Performance management and Performance Appraisal (2)
- 1.2. Explain the following four concepts below? (8)
- Performance Objectives
 - Performance management policy
 - Performance management process
 - Performance contract

Read the scenario below and answer the questions.

Scenario

Tulipamwe engineering a Namibian company has been facing conflict between its management and employees on the way performance management is implemented. The company does not have a performance management system in place, however, every employee in the organisation is expected to perform. The performance requirement cascades from executives, managers down to staff at every level to support the company to reach its strategic goals. In addition, all employees are expected to adhere to the performance culture within the existing systems as they are eligible to get bonuses when they exceed the expected performance standards. Tulipamwe Engineering over the years has faced challenges which also lead to legal action taken by the employee against the company. In the process the company lost a lot of money towards the lawsuits as most of the cases the company is found to be at the wrong side of the law. Moreover, the misunderstanding of how performance management is implemented by the supervisors and managers makes it difficult to overcome the challenges. The works and roles of a supervisor, managers and staff is not clearly defined. Furthermore, there are no process of procedures that guide the two parties on how to implement performance management.

Tulipamwe executives have agreed to come up with a solution to resolve the performance management huddles by resolving to hire a consultant to work with the Human resources department and other line manager's division to developing a performance management system. Assume you are hired as the consultant to work with Tulipamwe company on the performance management system development project. Answer the following questions in attempting to assist the company to come up with a robust performance management system.

- 1.3. Introduction of a “performance management successfully takes time energy and determination and it is much harder to work in practice”. As a consultant explain to the project committee about the Performance management development framework, development stages and the contextual factors that it should observe (20)
- 1.4. Inform the project committee on what components should be in the performance management policy format (10)
- 1.5. Explain to the committee why performance management system is criticised and does not work (10)
- Any other relevant explanation that may be deemed correct can be considered for maximum marks.

SECTION B

Question 2

Answer all the questions that follow.

- 2.1. Explain underperformance and poor work performance concepts (5)
- 2.2. Provide guidance for dealing with underperformance (10)
- 2.3. Discuss the performance approach the organisation can use to measure performance (14)
- 2.4. Identify and explain the critical skills needed for performance management (15)
- 2.5. Discuss any six rewards categories (6)

Total marks: 100