



**NAMIBIA 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: JULY 2024	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100
SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms Martha Namutuwa
MODERATOR:	Ms Mr Elias Kandjinga

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 underperformance and poor performance? (2)
- 1.2. Explain the following four concepts below? (8)
- Determinants of performance
 - Performance appraisal
 - Performance measurement
 - Performance management process
- 1.3. Discuss how the company can align its objectives to performance management at different levels of the organisation? (15)
- 1.4. Discuss the benefits of linking strategy to performance management? (10)
- 1.5. Compare the difference between Performance Management and Performance Appraisal? (15)

SECTION B

Question 2

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

Themba has been working in a call centre for an insurance company for the past five years. He is a very sociable fellow and considers most of his coworkers as not only colleagues but good friends. Because of his loyalty, dedication and outstanding performance he received a promotion to a supervisor of a team ten call Centre agents. As part of the supervisor role, Themba is required to administer a performance appraisal to all those under him in the next few weeks, which will be based on performance criteria established by the call centre. The criteria include sale targets, customer service and punctuality. Based on these criteria Themba is expected to make decision to his subordinate's bonuses, promotions, training and possible disciplinary action Themba knows the system well and loopholes. However, Themba feels anxious about conducting performance appraisals as he is not trained on how to conduct them. He is also worried about the potential confrontation between him and co-workers when he appraises them. Source: Moosa and Meyer (2021)

- 2.1. Outline and discuss the performance Management process that Themba need to know before conducting the performance appraisal to educate him about performance management? (10)
- 2.2. Identify the performance measurement skills required for Themba to be trained on? (15)
- 2.3. Explain the performance determinants and how its formulae work to Themba? (10)
- 2.4. Do you think there is a performance management policy at the insurance company? Indicate yes or no and explain to the company management the performance management policy its importance and what elements should contain in it? (10)
- 2.5 Explain why is feedback in performance management is important? (5)

Total Marks: 100