



**PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCE MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: MEP711S	COURSE NAME: MANAGING EMPLOYEE PERFORMANCE
DATE: JUNE 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY QUESTION PAPER PAPER	
EXAMINER(S)	Mr. SIMASIKU KAMWI
MODERATOR:	MS. LUNZA MARGARET SEZUNI

INSTRUCTIONS
1. Answer all questions
2. Answer the asked question

PERMISSIBLE MATERIALS

1. Examination script, pen and ruler

THIS FIRST OPPORTUNITY QUESTION PAPER CONSISTS OF 5 PAGES (Including the cover page)

QUESTION 1: Essay

(24 marks)

Read the passage below and answer all questions

Employee Performance Management: Definition, Benefits, and How to do it Effectively

The performance management process is essentially continuous rather than an annual review. The goal of performance management focuses on building your employees' ability to perform their work better. Skills improvement and professional development are both essential parts of performance management. However, performance management is also a two-way street. You need to gauge whether an employee is a fit for their job and whether the job utilizes the employee's skill set to its fullest. In other words, it involves aligning one's job assignments and skills with the goals of the employee's team and Organisation.

Management expert Peter Drucker once famously said, "**What gets measured gets managed.**" In an age where employers look at performance as more than the revenue their employees bring into the company, this saying is still relevant. Why should your company measure employee performance in the first place? One recent study published by Capgemini argues that employee performance, including productivity and engagement, is closely linked to the employee experience. In other words, high-performing employees and teams work in a high-performance workplace and vice-versa.

Before you set your goals, you need to assess your team's skills, availability, and performance. By measuring and managing employee performance, you get a better idea of your team's ability to accomplish goals. As a result, you can either adjust your

goals to account for your team's strengths and weaknesses or hire additional resources to help you reach your targets.

Source: Written by Akshay Chakrapani, Last updated: 23 Jan 2024
<https://blog.empuls.io/employee-performance-management/#author-details>

Questions

1.1 Explain the key differences between a traditional annual performance review and an effective performance management process. **(8 Marks)**

1.2 According to the essay, it is important to measure employee performance. Narrate how this integrates employee experience. **(6 marks)**

1.3 In the above essay, Chakrapani suggests that the concept of performance management is a “two-way street”. Clarify what this means, outlining two advantages such an approach offers to both the employee and the organisation. **(10 marks)**

QUESTION 2: Multiple choice – Write the correct answer. (10 marks)

2.1 The strategic purpose of a performance management system involves? **(2 marks)**

- a) Identifying individual strengths and weaknesses
- b) Communicating organisational goals
- c) Documenting administrative decisions
- d) Assessing future training needs

2.2 What characteristic of an ideal performance management system ensures that the system measures only what the employee can control? **(2 marks)**

- a) Thorough
- b) Reliable
- c) Specific
- d) Valid

2.3 Returns with moderate dependency on the performance management system include: **(2 marks)**

- a) Cost of Living Adjustment
- b) Contingent Pay
- c) Work/Life Focus
- d) Income Protection

2.4 Which of the following is not part of the comparative ranking system **(2 marks)**

- a) Simple rank order
- b) Forced distribution
- c) Alternation rank order
- d) Alternative rank order

2.5 The organisational maintenance aspect of the performance management system involves: **(2 marks)**

- a) Linking individual goals with organisational goals
- b) Plan effective workforce
- c) Providing feedback on performance
- d) Documenting administrative decisions

SECTION 3:

(66 marks)

- 3.1 There are eight desirable features of the performance appraisal form. List and elaborate on any four features. **(8 marks)**
- 3.2 Multiple assessments are key in performance management. Evaluate key reasons behind their implementation **(8 marks)**
- 3.3 In establishing performance standards, standards comprise three aspects of performance objectives. Identify and elaborate on each one of these three aspects. **(6 marks)**
- 3.4 Discuss the impact of poorly managed performance management systems and the dangers they pose to organisations. **(8 marks)**
- 3.5 Distinguish between differentiating competencies and threshold competencies in the context of evaluating performance levels and provide an example to illustrate the distinction. **(8 marks)**
- 3.6 Discuss the six characteristics of good performance standards **(12 marks)**
- 3.7 Broad-banding is the most commonly used pay structure. This pay structure collapses job classes into fewer (≤ 5) categories. Explain five advantages of this pay structure. **(10 marks)**
- 3.8 Distinguish between task performance and contextual performance. Explain with two examples how each contributes to overall job performance. **(6 marks)**

End of paper

Total marks: 100