



**NAMIBIA 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: 08HHRM	LEVEL: 7
COURSE CODE: MEP711S	COURSE NAME: MANAGING EMPLOYEE PERFORMANCE
DATE: JULY 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

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

QUESTION 1: Essay

(35 marks)

Read the essay below and answer all questions

Employee Performance Management: Charting the Field from 1998-2018

Performance appraisal refers explicitly to the supervisor-employee interview where employees are typically evaluated once a year using a given set of dimensions and assigned a score to that assessment (DeNisi and Murphy, 2017). Moreover, performance appraisal has a very chequered history associated with control, hierarchical management and, more recently, complex information technology processes that have resulted in mounting dissatisfaction in both supervisors and employees (Adler, Campion, Colquitt, Grubb, Murphy, Ollander-Krane, and Pulakos, 2016).

PM was introduced in the early 1990s to address the well-documented limitations of performance appraisal (Arvey and Murphy, 1998). The process of PM encompasses a much broader range of management practices, including career management, training and development, regular feedback and reimbursement considerations (Aguinis, 2007). PM is a continual process, as opposed to the once-a-year event of appraising performance expectations. At the same time, "PM is seen as an integrated process in which managers work with their employees to set expectations, measure and review results, and reward performance," (Den Hartog, Boselie and Paauwe, 2004, p 4).

Source: Journal: International Journal of Manpower. **Manuscript ID:** IJM--10-2019-0483.R2 **Manuscript Type:** Research Paper, emerald publishing.

Questions

1.1 Explain the historical evolution of performance management, highlighting improvements with examples over traditional performance appraisal methods.

(15 marks)

1.2 Differentiate between performance appraisal and performance management considering their scope frequency, and underlying principles. Support your explanation with examples.

(10 marks)

1.3 Explain how performance management augments employee engagement and organisational success, through continuous performance management methods. Provide examples.

(10 marks)

QUESTION 2: Multiple choice – Write the correct answer.

(10 marks)

2.1 An internal factor that influences selection is

(2 marks)

- a) The union
- b) The organisational politics
- c) The size of the organisation
- d) The organisational culture

2.2 Which of the following is not a role player in talent management?

(2 marks)

- a) Individual employee
- b) Line Management
- c) Executive Management

d) Board of Directors

2.3 Which stage of career development is characterized by achieving the highest advancement and devoting time to developing and guiding others? **(2 marks)**

- a) Establishment
- b) Advancement
- c) Maintenance
- d) Withdrawal

2.4 An internal factor of workforce planning is? **(2 marks)**

- a) Organisational politics
- b) Organisational workforce
- c) Organisational culture
- d) Organisational structure

2.5 Characteristics of Organisational Culture **(2 marks)**

- a) People's establishment
- b) People's advancement
- c) People maintenance
- d) people orientation

QUESTION 3

(55 marks)

3.1 One of the reasons for introducing contingent pay is that performance management is more effective when rewards are tied to results. This is possible

because contingency pay forces organisations to clearly define effective performance and determine what factors are necessary. While this is well intended there are six possible problems associated with contingent pay. Examine them.

(12 marks)

3.2 A reward increases the chance that specific behaviours and results would be repeated or employee will engage in new behaviour and produce better results. With this background, pronounce four factors that will make rewards work.

(10 marks)

3.3 A performance appraisal form has nine components. Relate any four of these components.

(8 marks)

3.4 Three meetings take place during a 12-calendar month. Specify their frequency.

(3 marks)

3.5 How do you define the term accountabilities from the context of a job setting?

(2 marks)

3.6 Standards refer to the aspects of the performance objectives, such as quality quantity and time. Six characteristics qualify as good performance standards. Enumerate any three.

(6 marks)

3.7 There are three approaches to measuring performance. Identify and elaborate on them.

(6 marks)

3.8 Differentiate between mission and vision.

(4 marks)

3.9 Distinguish between legal and illegal discrimination in the context of employee performance evaluation.

(4 marks)

**End of Paper
Total marks: 100**