



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

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| QUALIFICATION : BACHELOR OF HUMAN RESOURCES MANAGEMENT | |
| QUALIFICATION CODE: 07BHRM | LEVEL: 7 |
| COURSE CODE: MEP711S | COURSE NAME: MANAGING EMPLOYEE PERFORMANCE |
| DATE: JUNE 2025 | PAPER: 1 |
| DURATION: 3 HOURS | MARKS: 100 |

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| FIRST OPPORTUNITY QUESTION PAPER | |
| EXAMINER(S) | Ms Joyce Mukumbi |
| MODERATOR: | Ms Margaret L. Sezuni |

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| INSTRUCTIONS |
| <ol style="list-style-type: none">1. Answer ALL questions.2. Write clearly and neatly.3. Number your answers clearly. |

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

QUESTION 1

Read the Case Study below and answer the questions below

One example of a poorly implemented performance management system resulted in a \$1.2 million lawsuit. A female employee was promoted several times and succeeded in the construction industry until she started working under the supervision of a new manager. She stated in her lawsuit that once she was promoted and reported to the new manager, the boss ignored her and did not give her the same support or opportunities for training that her male colleagues received. After eight months of receiving no feedback from her manager, she was called into his office, where the manager told her that she was failing, resulting in a demotion and a \$20,000 reduction in her annual salary. When she won her sex-discrimination lawsuit, a jury awarded her \$1.2 million in emotional distress and economic damages.

- 1.1 Discuss the various disadvantages or dangers associated with poorly implemented Performance Management Systems with relevance to the above case study (22)

QUESTION 2

A reward system is a set of mechanism used in an organisation for distributing both tangible and intangible returns as part of an employment relationship. List and explain the types of returns associated with reward systems. (20)

QUESTION 3

Once the review cycle begins, the employee strives to produce the results and display the behaviors agreed upon earlier as well as to work on developmental needs. The employee has primary responsibility and ownership of this process. Employee participation does not begin at the performance execution stage, however. Employees need to have active input in the development of job descriptions, performance standards, and the creation of the rating form.

Discuss the various factors that needs to present. (10)

QUESTION 4

Imagine you are hired as a Consultant expert in Performance Management to train the employees and the government entities leadership. Explain the term Strategic planning and describe the various purposes of strategic plan to the public service. (12)

Question 5

The human resources (HR) function plays a critical role in creating and implementing the strategies that will allow the organisation to realize its mission and vision. Specifically, the HR function can make a number of contributions to ensure a smooth implementation. Explain these contributions from HR. **(6)**

QUESTION 6

Define Contextual Performance and the behaviors that are associated with this type of performance **(10)**

QUESTION 7

Objectives are clearly important because they help employees guide their efforts. To serve a useful function, objectives must have a number of following characteristics. Mention and explain each of these characteristics **(20)**

Total: 100