



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

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

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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MODERATOR:	Ms Margaret L. Sezuni

INSTRUCTIONS
1. Answer ALL the questions. 2. Read all the questions carefully before answering. 3. Number the answers clearly

PERMISSIBLE MATERIALS

1. Examination paper
2. Examination script

THIS QUESTION PAPER CONSISTS OF _4_ PAGES (Including this front page)

Read the scenario below and answer the following questions.

Sally is a sales manager at a large pharmaceutical company. The fiscal year will end in one week. She is overwhelmed with end-of-the-year tasks, including reviewing the budget she is likely to be allocated for the following year, responding to customers' phone calls, and supervising a group of 10 salespeople. It's a very hectic time, probably the most hectic time of the year. She receives a phone call from the human resources (HR) department: "Sally, we have not received your performance reviews for your 10 employees; they are due by the end of the fiscal year." Sally thinks, "Oh, those performance reviews. . . . What a waste of my time!" From Sally's point of view, there is no value in filling out those seemingly meaningless forms. She does not see her subordinates in action because they are in the field visiting customers most of the time. All that she knows about their performance is based on sales figures, which depend more on the products offered and geographic territory covered than the individual effort and motivation of each salesperson. And, nothing happens in terms of rewards, regardless of her ratings. These are lean times in her organization, and salary adjustments are based on seniority rather than on merit. She has less than three days to turn in her forms. What will she do? She decides to follow the path of least resistance: to please her employees and give everyone the maximum possible rating. In this way, Sally believes the employees will be happy with their ratings and she will not have to deal with complaints or follow-up meetings. Sally fills out the forms in less than 20 minutes and gets back to her "real job." There is something very wrong with this picture, which unfortunately happens all too frequently in many organizations. Although Sally's HR department calls this process "performance management," it is not.

Question 1

- a. Define Performance management and explain the two components of Performance management? (10)
- b. There are many advantages associated with the implementation of a performance management system. Mention at least 10 of these advantages? (10)

Question 2.

The information collected by a performance management system is most frequently used for salary administration, performance feedback, and the identification of employee strengths and weaknesses. In this regard performance management systems can serve a number of purposes, explain any 5 of these purposes? (10)

Question 3

Strategic planning is a process that involves describing the organization's destination, assessing barriers that stand in the way of that destination, and selecting approaches for moving forward. Discuss any 5 of the purposes of a strategic plan in an organization? (10)

Question 4

By way of examples explain the internal and external issues that should be considered in any environmental analysis? (20)

Question 5

A good organization's visions have a number of characteristics. List and Explain any 5 of these characteristics? (10)

Question 6

Contextual performance is defined as those behaviors that contribute to the organization's effectiveness by providing a good environment in which task performance can occur. Contextual performance includes a number of behaviors. Discuss these behaviours? (10)

Question 7

After the accountabilities have been identified, the next step in measuring results is to determine specific objectives. Objectives are statements of an important and measurable outcome that, when accomplished, will help ensure success for the accountability. The purpose of establishing objectives is to identify a limited number of highly important results that, when achieved, will have a dramatic impact on the overall success of the organization. After objectives are set, employees should receive feedback on their progress toward attaining the objective. Rewards should be allocated to those employees who have reached their objectives. Objectives are clearly important because they help employees guide their efforts. To serve a useful function, objectives must have a number of characteristics. Discuss these characteristics? **(20)**

Total: 100