



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT

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| QUALIFICATION : BACHELOR OF HUMAN RESOURCE MANAGEMENT | |
| QUALIFICATION CODE: 07BHRM | COURSE LEVEL: 6 |
| COURSE CODE: PMG612S | COURSE NAME: PERFORMANCE MANAGEMENT |
| SESSION: JUNE 2025 | PAPER: THEORY (PAPER 1) |
| DURATION: 3 HOURS | MARKS: 100 |

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| FIRST OPPORTUNITY EXAMINATION QUESTION PAPER | |
| EXAMINER(S) | Ms Martha Namutuwa |
| MODERATOR: | Ms Victoria Sem |

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| 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 QUESTIONS PAPER CONSISTS OF 3 PAGES (Including this front page)

SECTION A

50 Marks

- 1.1 Discuss the consequences of a poorly implemented Performance Management? (10)
- 1.2 Explain the difference between Performance Management and Performance Appraisal in a table format? (10)
- 1.3 Discuss the components that should be included in the Performance Management policy? (10)
- 1.4 Discuss the Performance Management framework? (10)
- 1.5 Discuss how the company can align its objectives to performance management at different levels of organisation (10)

SECTION B**50 Marks**

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

Taina has been working in a call centre for an insurance company for the past five years. She 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 she received a promotion to a supervisory role to supervise a team of ten call centre Agents. As part of her supervisory role, Taina is required to administer a performance appraisal for all employees that report to her 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 Taina is expected to make decisions for her subordinate's bonuses, promotions, training and possible disciplinary action Taina knows the system well and loopholes. However, Taina feels anxious about conducting the performance appraisals as he is not trained on how to conduct them. She is also worried about the potential confrontation between him and co-workers when he appraises them.

- 2.1. As a Human Resource practitioner, you are required to educate Taina on the Performance Appraisal process three main elements that she need to know before conducting the performance appraisal, discuss the three elements in detail? (10)
- 2.2. Explain the performance determinants to Taina and provide an example how it is calculated? (10)
- 2.3. Advise Tania on the critical skills needed for her as Manager to acquire to effect change in the performance management? (20)
- 2.4. Explain why feedback is important in performance management? (10)

Total: 100