



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: MEP711S	COURSE NAME: MANAGING EMPLOYEE PERFORMANCE
SESSION: JUNE 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	CANDICE DAMENS JOHN KANGOWA FIINA SHIMANENI
MODERATOR:	MARGARET L. SEZUNI

INSTRUCTIONS
1. Answer ALL the questions. 2. Write clearly and neatly. 3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

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

Question 1

You want to transition your organization's performance appraisal system into a performance management system. Write a one-page memo to your supervisor describing the advantages of having a well-designed, properly implemented performance management system. **(10)**

Question 2

Organizations can reward employees in several ways. List and describe five possible rewards that employees can receive and explain when an organization should use each reward. **(10)**

Question 3

In your new position as HR Manager, one of your major tasks is to design and implement a performance management system. The problem is that some executives believe that a performance management system is just a paper exercise and a waste of time and money. Your task has now become even more complicated as you must get buy-in first before implementation. Explain to the Executives why a performance management system is of high importance in any company if competitive advantage and profitability is what the company seeks to achieve. **(12)**

Question 4

Performance management is an ongoing process including the interrelated components of prerequisites, performance planning, performance execution, performance assessment, performance review, and performance renewal and recontracting. Explain how the poor implementation of one phase in the process or how a disrupted link between any of the phases will have a negative impact on the performance management process as a whole. **(10)**

Question 5

The employee and the supervisor both have important roles during the performance execution phase. List and explain each party's responsibilities in this phase of the performance management process. (20)

Question 6

Describe how one would go about conducting an environmental analysis. (8)

Question 7

Performance consists of both task and contextual dimensions. Define each type of performance and explain whether companies should focus on task performance, contextual performance, or a combination of both. (10)

Question 8

Explain the difference between absolute and comparative systems. Mention the advantages and disadvantages of each type of system? (10)

Question 9

Discuss the three aspects of specific objectives that can be used in judging the extent to which an objective has been achieved. (6)

Question 10

"Transformational Leadership" is a competency. Discuss two indicators that will allow you as the supervisor to conclude that this competency has been achieved. (4)

Total Marks: 100