



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BHRM</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: MEP711S</b>	<b>COURSE NAME: MANAGING EMPLOYEE PERFORMANCE</b>
<b>SESSION: JULY 2023</b>	<b>PAPER: THEORY (PAPER 1)</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Ms Martha Namutuwa
<b>MODERATOR:</b>	Ms Margaret L. Sezuni

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper
2. Examination script

**THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)**

**SECTION A**  
**Question 1**

**Total: (50)**

**Read the Fiction case study below and answer all the questions that follow:**

**Diagnosing the Causes of Poor Performance**

Sofia works in the training department of a large information technology (IT) organization. She is in charge of designing and delivering interpersonal skills training, including communication skills, networking, and new manager training classes. Sofia has excellent knowledge of how to design a training class. She incorporates behavioral modeling and practice into all of her classes. She has also conducted research on what good communication consists of, how to network, and what new managers need to know to be successful. However, individuals who attend Sofia's training classes often give her low ratings, stating that she has a hard time answering specific questions in classes and that she does not seem approachable after the classes when individuals want to ask questions.

- (a) You are Sofia's manager. In your opinion, what is causing Sofia's poor performance? **(5)**
- (b) As Sofia's manager, you are responsible for her coaching to improve her performance. Discuss in detail the seven (7) key coaching behaviours you will use to coach Sofia to improve her poor performance **(20)**
- (c) Which coaching styles will you use and why? **(5)**
- (d) After coaching Sofia, how will you determine whether there is improvement in her performance? In other words, who should provide performance information and why? **(10)**
- (e) Discuss how the following three (3) results and behaviour measurement approaches can significantly contribute to Sofia's performance improvement. **(10)**

## SECTION B

Total (50)

### Question 2

Read the case study below and answer all the questions that follow:

#### Case Study

**RICH FELLAS (PTY) LTD** (referred to as RF) is a new organisation at the coast of Namibia in Swakopmund that deals with Assets Management mostly for State-Owned Enterprises or also known as Public Enterprises. In the short period of time between 2015 July and 2017 December, their assets management technique has shown great investments for the Public Enterprises despite the fact that the economy is on a downturn and that their office is situated far from most of the Public Enterprises they manage.

In the couple of months, the employees have been complaining that the company is making a lot of revenue but the employees in a form of contingent pay feel little of that profit. "I just don't understand why our leaders are not recognising what we do here for this company", Jeff says, an accounting manager. "I will just have to go elsewhere if an employment opportunity arises", the asset manager Mrs. Shikongo says.

After a few complaints, a meeting was held and the following were discussed during the meeting; management mentioned that, there are no guiding principles as to why salaries may be increased. Further management made assertion that, it was not a contractual obligation for them to pay employees more simply because the organisation is performing very well. Finally, managing director Mr. Kandjinga without guarded said, "of course we recognise your contributions as employees to the performance of the organisation, but in the absence of performance management policy or system, we are not expected to pay any form of payment of reward to any employee regardless."

The employees started shouting at management in the meeting. Mr. Kalingo an HR manager said, "But MD, we cannot have such attitudes towards employees with all



due respect, it will create divisions. Let us take for instance myself, I work very hard than some colleagues here in their departments as heads, and others may be better than I am. Those that work hard and they are not remunerated well for it will see no need to work hard anymore because they are not compensated for their good efforts, in fact Mr. MD those good employees are the reason why this company performs very well. If we continue like this, things will not go well. The meeting went abruptly quiet for a while and the MD said, "We will see what we can do in the near future." The meeting ended.

Since January 2018 to March 2018, five (5) management employees resigned. Many other employees started to take sick leave at odd times, especially employees that had to travel to the regions with routines. Some employees are always present but are not putting in so much effort anymore in contrast to when RF started, and others are contemplating to leave the organisation. Finally, management has decided to get in a well-grounded HR expert to assist alleviate the situation at RF.

- 2.1 Define contingent pay as mentioned in the case study and indicate two examples **(5)**
- 2.2 Discuss with the MD (Mr. Kandjinga) the need to have performance rewards.  
Make any examples related to RF. **(14)**
- 2.3 Should this organisation decide to implement contingent pay, advise on how best to implement in order to make sure it works as intended. **(10)**
- 2.4 Since RA is in the planning to select the award system explain to the leadership and employees of RF the process of performance management that will support its award system **(15)**
- 2.5 Within the context of performance management and strategic planning, what is the significance of the following documents: **(6)**

**Total: 100**