



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

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

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT**

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

<b>SECOND OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Ms Martha Namutuwa
<b>MODERATOR:</b>	Ms Victoria Sem

<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>

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

**SECTION A**

**50 Marks**

- 1.1 Skills required to build and grow high performance teams are important for the sustainability of any organisation. Discuss the skills required for management to build high-performance teams in any organisation? **(10)**
- 1.2 Explain the following five concepts below? **(10)**  
Determinants of performance  
Coaching  
Counselling  
Performance management process  
Performance contract
- 1.3 Identify and explain the critical skills needed for performance management **(10)**
- 1.4 Explain to the committee why the performance management system is criticised and does not work **(10)**
- 1.5 Discuss in detail any five rewards categories **(10)**

**SECTION B****50 Marks****Answer all the questions that follow.**

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

**Case Study**

Lea is the manager of a large medical aid company, overseeing a team of 20 members with whom she has a positive relationship. However, she has recently been concerned about a new team member, Shani. After a month, Lea notices that Shani displays a low level of confidence, frequently apologising for not picking up processes quickly enough. Although Shani came from a similar environment at another medical aid company, it was assumed she would adapt more rapidly. Shani's nervous demeanor is beginning to take a toll on Lea. With her responsibilities to the other staff members and her own workload, she feels overwhelmed. Lea wonders how she will manage Shani's situation. When Lea speaks to her, expressing that she should be proficient by now, Shani breaks down, crying and appearing visibly shaken. Lea is frustrated, questioning why they can't simply focus on their work. Although she feels a pull to help, Lea is reluctant to get involved in Shani's personal issues; she just wants the job done. Additionally, carrying an underperforming team member may hurt team morale.

- 2.1. **Read questions a to c below and answer them all**
- a. Discuss what wrong Lea is committing and what is she guilty of in terms of coaching principles? **(10)**
  - b. Explain the concept of coaching to Lea and its importance? **(5)**
  - c. Advice Lea the manager on how to handle the situation of the new employee such as Shani? **(5)**
- 2.2. **Provide guidance for dealing with underperformance** **(10)**

2.3 Discuss in detail the different types of performance approach an organisation can use to measure performance (10)

2.4 Discuss any five rewards categories you know? (10)

**Total: 100**