



ZIMBABWE

**MINISTRY OF HIGHER AND TERTIARY EDUCATION,
INNOVATION, SCIENCE AND TECHNOLOGY
DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL CERTIFICATE

IN

HUMAN RESOURCE MANAGEMENT

MODULE: Performance Management PAPER NO: 334/22/M06

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. **Answer any five questions.**
2. **All questions carry equal marks**

PAPER NO: 334/22/M06- PERFORMANCE MANAGEMENT

QUESTION 1

Explain the following terms:

- a) Performance management (5 marks)
- b) Key result area (5 marks)
- c) Performance appraisal (5 marks)
- d) Key performance indicators (5 marks)

QUESTION 2

Explain any five (5) characteristics of key result areas (10 marks)

QUESTION 3

- a) Define performance appraisal (2 marks)
- b) Outline the six steps of performance appraisal. (18 marks)

QUESTION 4

Describe any five problems that can be encountered during performance appraisal. (20 marks)

QUESTION 5

Highlight any five (5) differences between performance management and performance appraisal. (20 marks)

QUESTION 6

Explain any five (5) ways to improve performance review process. (20 marks)

QUESTION 7

Discuss any five (5) characteristics of performance review process. (20 marks)

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