



# **MURANG'A UNIVERSITY OF TECHNOLOGY**

## **SCHOOL OF BUSINESS AND ECONOMICS**

### **DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**UNIVERSITY ORDINARY EXAMINATION**

**2024/2025 ACADEMIC YEAR**

**FOURTH YEAR FIRST SEMESTER EXAMINATION FOR BACHELOR**

**OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**

**BHR 401 – PERFORMANCE MANAGEMENT**

**DURATION: 2 HOURS**

#### **INSTRUCTIONS TO CANDIDATES:**

1. Answer question ONE and any other two questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

## **SECTION A – ANSWER ALL QUESTIONS IN THIS SECTION**

### **QUESTION ONE (30 MARKS)**

- a. Outline five best practices in performance management. (5 marks)
- b. Identify five steps in the process of performance management. (5 marks)
- c. Outline five errors that can be committed by a supervisor while carrying out performance appraisal of an employee. (5 marks)
- d. State five importance of coaching as a performance management tool. (5 marks)
- e. Identify five elements of the balanced scorecard. (5 marks)
- f. State five major objectives of performance management. (5 marks)

## **SECTION B – ANSWER ANY TWO QUESTIONS IN THIS SECTION**

### **QUESTION TWO (20 MARKS)**

- a. A performance management system tracks the performance of employees in a manner that is consistent and measurable. Describe the process of implementing a performance management system.  
(10 marks)
- b. In an effective performance management exercise, the objectives to be met must be SMART. Explain this statement. (10 marks)

### **QUESTION THREE (20 MARKS)**

- a. Proper understanding of both strategic and operational plans is key in implementing a performance management exercise in an organization. Explain five key differences between a strategic plan and operational plan. (10 marks)
- b. While mentoring and coaching have several similarities as performance improvement tools, their differences are distinct. Discuss the circumstances that can cause an organization to use mentorship rather than coaching on an employee. (10 marks)

### **QUESTION FOUR (20 MARKS)**

- a. In performance management, it is important to ensure that employees enjoy work life balance. Explain five ways in which a work place can deny its employees a work life balance.  
(10 marks)
- b. Motivating employees can be a sure way of sustaining excellent performance in an organization. discuss five ways of motivating employees. (10 marks)