



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business and Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF BUSINESS ADMINISTRATION  
BACHELOR OF COMMERCE

**BHR 4406: PERFORMANCE MANAGEMENT**

END OF SEMESTER EXAMINATIONS

**SERIES: APRIL 2015**

**TIME: 2 HOURS**

**INSTRUCTIONS:**

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

***This paper consists of Two printed pages***

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**QUESTION 1 (Compulsory)**

- a) Modern organizations have seen the need for performance management. Discuss. **(10 marks)**
- b) Every dynamic organization should adopt the use of the Balanced ScoreCard. Explain the elements of the BSC as used in performance management. **(20 marks)**

**QUESTION 2**

- a) Explain the merits derived due to the use of the critical incident technique. **(10 marks)**
- b) The raters are prone to errors during appraisal of employees performance. Explain the common errors done by raters during this exercise. **(10 marks)**

### QUESTION 3

- a) Rating is essential when developing the performance management system. Explain the rationale for rating. **(10 marks)**
- b) Explain what is meant by the 360-degree feedback and describe the methodology of the 360-degree feedback during performance management. **(10 marks)**

### QUESTION 4

- a) Discuss the features that should be possessed by a good performance management system. **(10 marks)**
- b) Explain the criteria that would be used by the performance management team when assessing employees performance. **(10 marks)**

### QUESTION 5

- a) The effectiveness of the performance management system depends on the managers. Explain the measures that the managers should take to support the performance management system. **(10 marks)**
- b) Discuss the relationship between performance management and other human resource management functions. **(10 marks)**