



MURANGA UNIVERSITY COLLEGE

(A constituent College of Jomo Kenyatta University of Agriculture & Technology)

MAIN CAMPUS

ORDINARY UNIVERSITY EXAMINATIONS

2014/2015 ACADEMIC YEAR

FOURTH YEAR FIRST SEMESTER EXAMINATIONS

**FOR THE DEGREE
OF
BACHELOR SCIENCE, HUMAN RESOURCE MANAGEMENT**

COURSE CODE: HEH 2403;

COURSE TITLE: PERFORMANCE MANAGEMENT

DATE: 16th DECEMBER, 2015

TIME: 2 HOURS

INSTRUCTIONS TO CANDIDATES

Question ONE (1) is compulsory
Answer THREE (3) questions

MRUC observes ZERO tolerance to examination irregularities

QUESTION 1

Read the case study provided below and answer the questions at the end.

These Things Are a Pain

“The dreaded end of year appraisal is upon us!” Linda exclaimed. Like all employees in her organization, Linda was asked to fill out an appraisal form and submit it to the HR department. Linda’s immediate supervisor was heard saying, “Here we go again, the paper pushing session!” All employees were required to look back and reflect on the tasks they did during the year, making sure that all value-added activities were documented and accounted for in the appraisal forms. Linda’s boss, Irene, had hinted that it seemed like a hassle to appraise her subordinates. The appraisal assessed employees on different criteria, including whether their goals are in line with the company’s core values. Other criteria included efforts to improve teaching performance, participation in student and college activities, research, and personal attributes.

As Linda was a new lecturer in a private university, she felt nervous. She had undergone the mid-year appraisal and had a negative experience from it. As she filled in the appraisal form she wondered whether she had met all the targets set out for her. “Have I improved in the areas I was told I was weak in?” she thought. Indeed, thinking back to the midyear performance review Irene had mentioned a few areas of weaknesses. Among them was the need to remain alert about her students’ performance and to improve her teaching performance and classroom management. Linda felt that each of these criteria required a different measurement tool. Linda put down that during the semester she had frequent discussions with her peers as an effort to improve her teaching performance. Linda thought about how this could be measured in the appraisal session. Most of the discussions with her peers seemed to be about problematic students and an activity that was done to improve the performance of students. Classroom management seemed more quantifiable. In her mind, the mix of students differs from semester to semester and it so happened that during her mid-year review, she had a class of rowdy students who presented some problems to her. These problems ranged from poor attendance to non submission of work.

Being new, Linda felt that there were some instances where she had underperformed. As she was filling in the appraisal form, she realized that she hadn’t participated in many college activities and had not undertaken much research. Linda turned to her colleague, Paul, who had just finished his appraisal session. “How did it go?” she asked. Paul replied, “Thank god that’s over. Irene’s not in the best of moods. I hope that it doesn’t affect my appraisal.” Linda said, “Mine’s tomorrow.” Paul replied, “Well, good luck with it.”

QUESTIONS

- a) Why does Linda have a negative impression about the appraisal session? (10 marks).
- b) What would have made the appraisal session a more impressive session for Linda so that she could improve on her performance?. (10 marks).
- c) Explain any five types of errors likely to occur during this performance appraisal process (10 marks).

QUESTION 2

- (a) Describe the specific purposes of performance management. (8 Marks)
- (b) State and describe the main activities involved in performance management process. (12 Marks)

QUESTION 3

- a) Regular, formal and constructive communication is the central mission of the performance review process. In the light of this statement, critically evaluate the role of both the manager and the employer in the performance review process (10 marks)
- b) Explain any five Key areas of assessing performance of employees. (10 marks)

QUESTION 4

- a) Performance management is linked with almost all the HR functions. Discuss this statement clearly establishing the link between performance based management and HR functions (12 marks)
- b) Discuss the pitfalls of performance management (8 marks)