INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA 832
NAME: PERFORMANCE MANAGEMENT SYSTEM

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

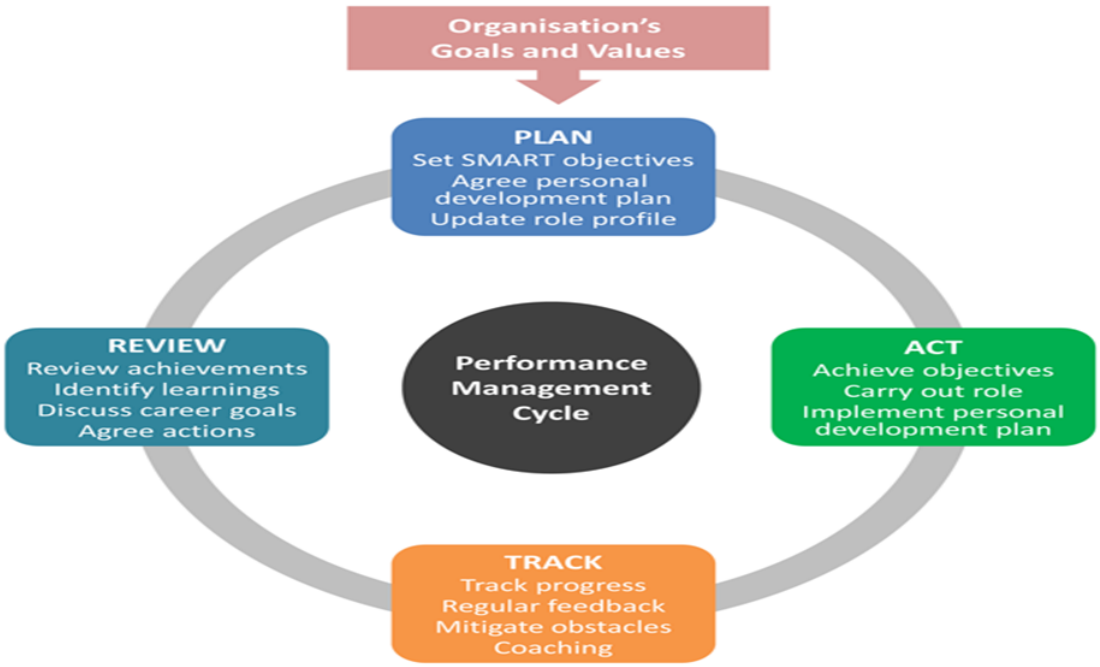
SECTION A

Section A is Compulsory

Question 1:

CASE STUDY 40 MARKS

A performance management system tracks the performance of employees in a manner that is consistent and measurable. The system relies on a combination of technologies and methodologies to ensure people across the organization are aligned with – and contributing to – the strategic objectives of the business. The first stage of Armstrong's performance management cycle is the "Planning" phase for the forthcoming period. Planning should involve: Agreeing on SMART objectives, A personal development plan, Actions to be taken in the coming months, A review of the employee's job requirements, updating the role profile where necessary.



USING FIGURE 1, Explain how Armstrong's performance management cycle can guide business in day to life.

Question 2:

Performance planning is a strategic process that ensures meeting organizational goals by its employees. It involves setting specific, measurable, achievable, relevant, and time-bound goals for employees, and then creating a plan to help them meet those goals.

Using figure 3 explain how the performance planning process can help in your business. (40 marks)

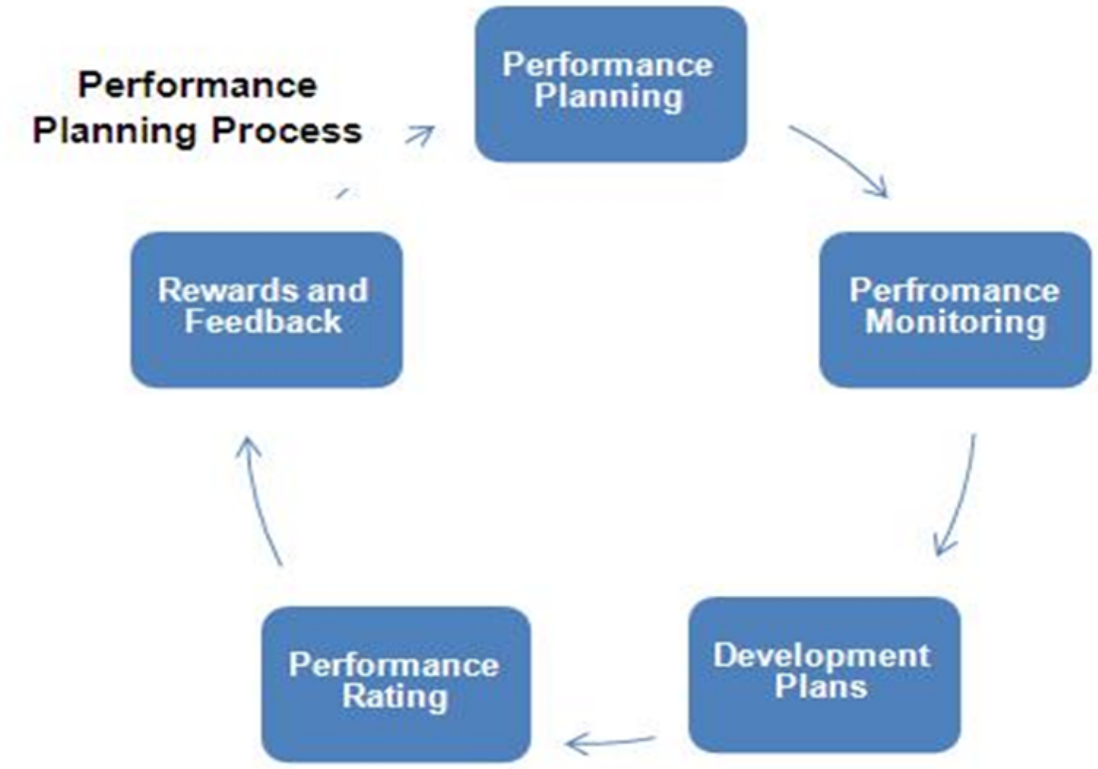


FIGURE 3 Performance planning process

SECTION B

Choose Any Three Questions

Question 1:

Effective employee performance management encompasses the five key components presented as follows. **Briefly explain**

a) Planning,

b) Monitoring,

c) Developing,

d) Rating and

e) Rewarding

Question 2:

3 Using this framework of 5 Pillars given from (a-e) briefly discuss how they can be helpful in balancing the priorities of short-term profitability with maintaining a strong foundation for long-term performance.

a) Purpose,

b) Passion,

c) People,

d) Product and

e) Process

Question 3:

Explain the following given Personal development planning or PDP is a structured framework you can use to:

a) become aware of skills you have.

b) identify and develop skills you need.

c) work out what you want to achieve and how to achieve it.

d) focus on potential study, career and

e) personal development options and goals.

Question 4:

USIND FIGURE 2, EXPLAIN HOW PERSONAL DEVELOPMENT CAN HELP YOU ACHIEVE PERSONAL DEVELOPMENT

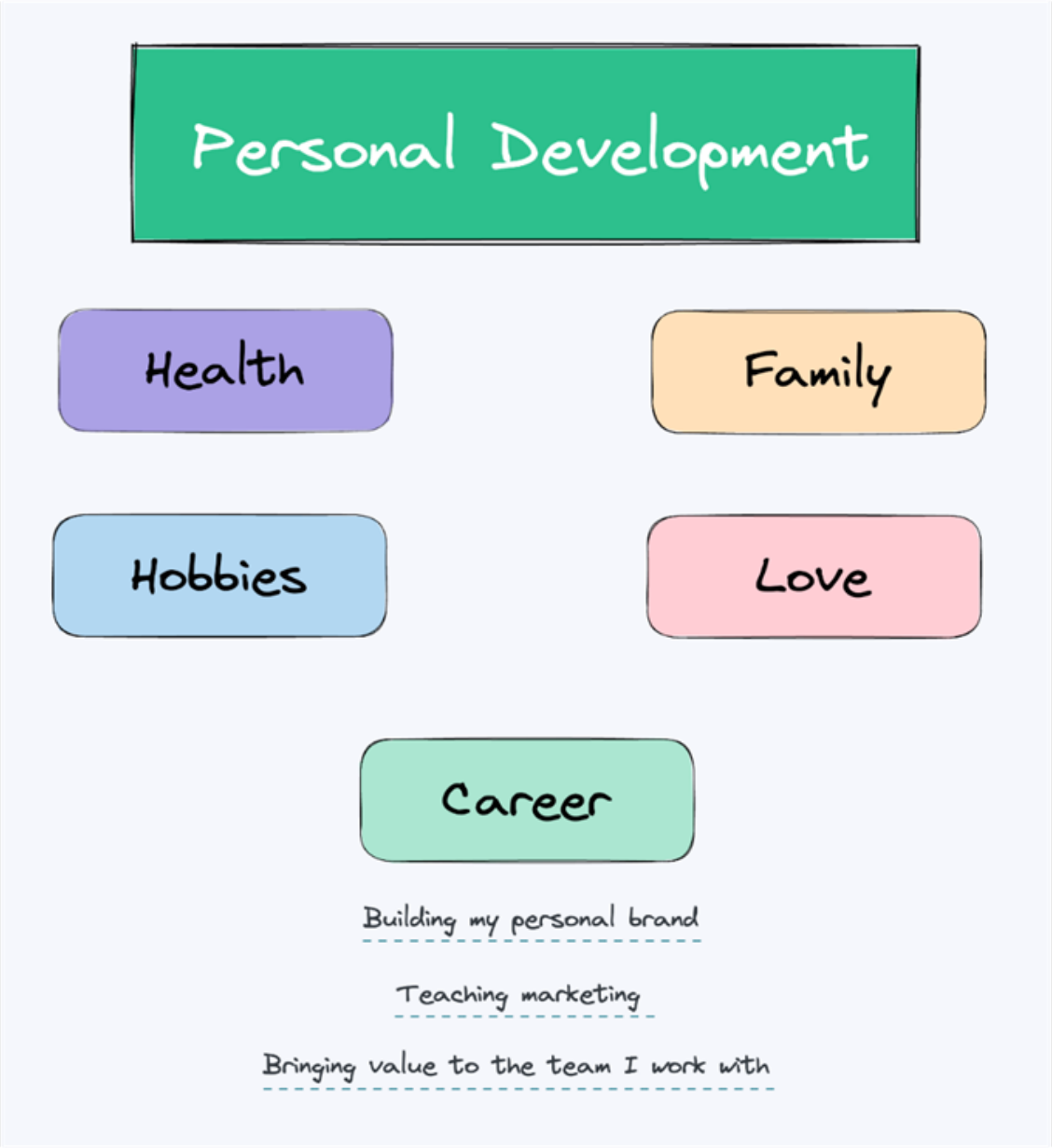


FIGURE 2 Personal Development

Question 5:

As a student who has finished a course in performance management systems Work or life elements in a work place explain what you understand with the following work place needs.

a. Elder care.

b. Employer efforts.

c. Health & wellness.

d. Parenting/fathering.

e. Recruiting/retention

f. Child care.

Question 6:

Quality of work life emphasizes improving the human dimension of work." EXPLAIN WITH RELEVANT EXAMPLES (20 marks)

Question 7:

In order to manage people in the factory system of industrial revolution, three systems of HRM were developed- recruitment of workers, training for workers, and control of workers. EXPLAIN GIVING EXAMPLES.(20 marks)

Question 8:

EXPLAIN THE BELOW MENNTIONED IDEAS AS APPLIED IN PERFORMANCE MANAGEMENT SYSTEMS

Employee Relations.

Learning and Development.

Performance Management.

Company Culture.

Question 9:

Discuss the ethical considerations related to performance management. (20 marks)

Question 10:

Discuss the role of performance planning in achieving organizational goals.(20 marks)

Question 11:

How can organizations effectively manage underperforming employees through a performance management system?(20 marks)

Question 12:

Discuss the use of technology in performance management (e.g., performance management software).

(20 marks)