



## **MURANG'A UNIVERSITY COLLEGE**

*(A constituent College of Jomo Kenyatta University of Agriculture and Technology)*

**SCHOOL OF BUSINESS AND ECONOMICS**

### **UNIVERSITY EXAMINATION**

**EXAMINATIONS FOR THE DEGREE OF MASTER OF**

**PUBLIC ADMINISTRATION**

**BCP 4105: PERFORMANCE MANAGEMENT**

**ATE: 4<sup>TH</sup> MAY 2015**

**TIME:3 HOURS**

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**INSTRUCTION:**

ANSWER QUESTION ***ONE*** AND ANY OTHER ***THREE***

## **QUESTION ONE**

Much managerial thinking about people management has been influenced by the three major theories or models listed below. **Summarise** the main principles of **each** and indicate what you believe to be the value of each theory in today's world of business.

(a) McGregor's Theory X and Theory Y **(5 marks)**

(b) Maslow's Hierarchy of Needs **(5 marks)**

(c) Herzberg's Motivation-Hygiene Theory **(5 marks)**

**(Total 15 marks)**

## **Question Two**

Your Company has rapidly grown from 250 to 1500 employees, and your Managing Director feels that its managers now need different capabilities, skills and knowledge. Write a report for your Managing Director on the following matters:

(a) The different capabilities, skills and knowledge managers may need as their organisation grows. **(5 marks)**

(b) The actions you recommend the company should take in order to ensure that its Managers are equipped with these new capabilities, skills and knowledge. **(5 marks)**

(c) How these actions can be justified in cost-effective terms. **(5 marks)**

**(Total 15 marks)**

### **QUESTION THREE**

Employee appraisal is carried out for a variety of reasons: for purposes of performance improvement, in order to assess potential, or to determine levels of financial reward and recognition.

**(a)** Describe **two** typical approaches to appraisal used in organizations

nowadays

**(7 marks)**

**(b)** Discuss the potential difficulties in conducting appraisal for the purpose of employee development at the same time as assessing financial reward

**(8 marks)**

**(Total 15 marks)**

### **QUESTION FOUR**

Evaluate the role of scientific management in managing organizations and its links with the classical school of management. Assess its relevance in the modern workplace.

**(15 marks)**

### **QUESTION FIVE**

**(a)** The terms efficiency and effectiveness are often used interchangeably but there is a distinct difference between the two terms. What is this difference?

Can individuals be efficient without being effective and effective without being efficient?

**(9 marks)**

**(b)** Describe how efficiency can be measured in organizations

**(6 marks)**

**(Total 15 marks)**

## **QUESTION SIX**

“Boards have been forced by the global economic crisis to completely rethink their performance management and reward practices,” said an article in a management journal earlier this year.

**(a)** Explain how an organization’s environment can influence its performance management and reward practices during an economic downturn **(8 marks)**

**(b)** Show how organizations can adjust their performance management and reward practices for such a demanding economic context. **(7 marks)**

**(Total 15 marks)**