



**KARATINA UNIVERSITY**  
**UNIVERSITY EXAMINATIONS**  
**FOURTH YEAR, FIRST SEMESTER**  
**2023/2024 ACADEMIC YEAR**

**FOR THE DEGREE OF:**  
**BACHELOR OF HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: BHR 416**

**COURSE TITLE: PERFORMANCE MANAGEMENT AND  
COMPETENCY MAPPING**

**DATE: 11/12/2023**

**TIME: 11.00AM – 1.00PM**

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**INSTRUCTION TO CANDIDATES**

- SEE INSIDE

**INSTRUCTIONS:** Answer Question **ONE** and any other **THREE**

**QUESTION ONE**

**CHUNGA WAZEE PROJECT**

Zainabu graduated in 2017 with a degree Human Resource Management programme from a Kenyan University and was immediately absorbed by the Ministry of Labour as an intern during three years Chunga Wazee campaign in the country. The project intended to register all the elderly citizens so that could join those who had retired from their permanent jobs and were on pension. She was placed in HR Department, the department that coordinated employees in the ministry. The Cabinet Secretary responsible had given a directive that all intern be managed using performance management system and not the historical performance appraisal systems, a system that was used in the management of other staff. Staff in the ministry were choked for they had not heard of the system. This caused stress to the interns. Luckily for Zainabu, she had heard of the system during her training and therefore was not astonished. She was therefore recommended to join the implementing team to offer technical knowledge required by the systems. Motivation and reward systems were to be management using the systems and the interns' skills were to be assessed to determine those to be retained and employed permanently. In the cause of the implementation of the systems many questions were being fired to Zainabu such as one that follows.

Required

- (a) Justify five merits of performance management system that are under implementation.  
(5 Marks)
- (b) Analyze five ways through which the interns' competences could been assessed to enable select those who were to be retained.  
(5 Marks)
- (c) Explore five areas that management could address to improve employee relations.  
(10 Marks)
- (d) Discuss five disadvantages associated with performance appraisals that could have informed the Cabinet secretary to prefer another measurement tool.  
(5 Marks)

**QUESTION TWO**

When Mr TM was elected as the Governor in County X, he put every employee on performance management system of measurement. He noted that employees resisted.

- a) Explain four characteristics of performance management systems.  
(4 Marks)
- b) Discuss three probable reasons that made employees resist the Governor's move.  
(3 Marks)

- c) Analyze four ways that the governor could apply to plan for number needed by the county. (8 Marks)

### **QUESTION THREE**

Dr Pamela, the Medical Officer at Twins Hospital hired you to assist her implement performance system in the system.

- a) Explain to Dr Pamela the process of performance management system. (10 Marks)
- b) Discuss five ways through which Dr Pamela could have used performance management to map Twins Hospital employees' competences. (5 Marks)

### **QUESTION FOUR**

- (a) Define the concept of competence mapping as applied in organizations. (2 Marks)
- (b) Explain five objectives of carrying out competence mapping exercise in an organizations (10 Marks)
- (c) Analyze three factors that hinder competence mapping exercise. (3 Marks)

### **QUESTION FIVE**

- (a) Analyze five methods that could be used to improve performance in organizations. (5 Marks)
- (b) Discuss five areas that balance score card model concentrates on, in management of performance in organizations. (10 Marks)

### **QUESTION SIX**

Management of XYZ have decided to implement a performance management system with an intention of addressing employees' skills and motivation.

- (a) Explain three roles of human resource development department in the implementation of above system (6 Marks)
- (b) Discuss three tools that XYZ could use to develop required employees' competences. (6 Marks)
- (c) Analyze three motivation methods that could be used to motivate employees to cope with the new system (3 Marks)