



## GARISSA UNIVERSITY

UNIVERSITY EXAMINATION **2017/2018** ACADEMIC YEAR **ONE**  
**SECOND** SEMESTER EXAMINATION

SCHOOL OF BUSINESS AND ECONOMICS

FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BHR 104

COURSE TITLE: HUMAN RESOURCE MANAGEMENT II

EXAMINATION DURATION: 3 HOURS

**DATE: 10/04/18**

**TIME: 2.00-5.00 PM**

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### INSTRUCTION TO CANDIDATES

- The examination has **SIX (6)** questions
- Question **ONE (1)** is **COMPULSORY**
- Choose any other **THREE (3)** questions from the remaining **FIVE (5)** questions
- Use sketch diagrams to illustrate your answer whenever necessary
- Do not carry mobile phones or any other written materials in examination room
- Do not write on this paper

This paper consists of **TWO (2)** printed pages

*please turn over*



**QUESTION ONE (COMPULSORY)**

- (a) i) Define performance management. [2 marks]  
ii) Explain any five principles required for performance management to work effectively advocated by Strebler et al. [5 marks]
- (b) Describe the four major concerns of performance management. [8 marks]  
Explain the contribution of performance management as stated by Jones et al (1995) [10 marks]

**QUESTION TWO**

- (a) Describe how the 360- degree feedback for performance operates. [5 marks]  
(b) Highlight any five advantages of 360- degree feedback. [5 marks]  
(c) Explain any five factors responsible for the success of 360- degree feedback. [5 marks]

**QUESTION THREE**

- (a) i) What is a high performance culture? [2 marks]  
ii) Enumerate seven characteristics of a high performance culture. [7 marks]
- (b) Describe three approaches that can be adopted by an organization in developing a high-performance culture. [6 marks]

**QUESTION FOUR**

- (a) Explain the seven steps of strategic management. [7 marks]  
(b) Discuss the challenges/ barriers that organizations face in making strategic human resource management successful. [8 marks]

**QUESTION FIVE**

- (a) State five objectives of performance appraisal [5 marks]  
(b) Highlight five uses of performance appraisal. [5 marks]  
(c) Describe the process (element) of performance appraisal. [5 marks]

**QUESTION SIX**

- (a) Highlight the main steps involved in performance appraisal through MBO [4 marks]  
(b) Explain five limitations of MBO appraisal. [5 marks]  
(c) Explain the essentials of an effective performance appraisal system. [6 marks]

