



ELIZADE UNIVERSITY, ILARA-MOKIN, ONDO STATE

FACULTY: SOCIAL AND MANAGEMENT SCIENCES

DEPARTMENT: HUMAN RESOURCE MANAGEMENT

SECOND SEMESTER EXAMINATION

2018/ 2019 ACADEMIC SESSION

COURSE CODE: HRM 406

COURSE TITLE: COMPETENCY AND PERFORMANCE MANAGEMENT

DURATION: 2 HOURS 30 MINUTES

INSTRUCTION: ANSWER THREE QUESTIONS ONLY

1. (i) Competency and performance management are systematic processes for improving individual, team and organisational performance. Discuss
(ii) Mention and explain five functions of a performance management system.
(iii) Write short notes on any two of the following concepts – Job description, Job specification and Job Task Analysis
2. (i) Explain six aims (i.e. objectives) of performance management
(ii) Critically examine the following theories underpinning performance management functions – Control theory, Social Cognitive theory and Goal theory
3. (i) Some major concerns of performance management system in an organisation is where employees' output does not justify organisational training and development investments. Reflect of this assertion and critically assess how organisations can address this problem.
(ii) Write short notes on any of these three concepts:
 - (a) Prevention cost
 - (b) Appraisal cost
 - (c) Failure cost
 - (c) External failure cost
4. As the Head of the HR Department of your organisation, chronologically discuss ten guidelines that you will advise your organisation to adopt as a template in assessing employees during performance review meetings.
5. (i) What is Management By Objectives (MBO)?
(ii) What are the merits and demerits of MBO?
(iii) With a clear diagram, define Balance Scorecard.