



Investing in Africa's Future

COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES

NHRM 405: PERFORMANCE MANAGEMENT

END OF SEMESTER EXAMINATIONS

APRIL 2026

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TIME: 3 HOURS

INSTRUCTIONS

1. This paper contains **six** questions.
2. Answer any **four** questions.
3. Start each question on a new page.

1. Evaluate the performance measures for the company's Balanced Scorecard, specifically commenting on the suitability of the measures chosen for each of the four perspectives **[25 marks]**
2. Describe how the Balanced Scorecard can be used to ensure that individual employee goals are aligned with corporate strategy. **[25 marks]**
3. Define Performance Management and differentiate it from traditional Performance Appraisal. Discuss the benefits of shifting from annual appraisals to continuous performance management. **[25 marks]**
4. Explain the significance of the SMART methodology in performance planning **[25 marks]**
5. What are the primary objectives of an ideal Performance Management System (PMS)? Discuss their role in effective Human Resource Management. **[25 marks]**
6. Explain the difference between lagging and leading indicators within the Balanced Scorecard, providing two examples of each **[25 marks]**

END OF EXAMINATION