



*(The University of Choice)*

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

**UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATIONS**

**2021/2022 ACADEMIC YEAR**

**FOURTH YEAR SECOND SEMESTER EXAMINATIONS**

**FOR THE DEGREE OF**

**BACHELOR OF COMMERCE**

**COURSE CODE: BCB 431**

**COURSE TITLE: EMPLOYEE PERFORMANCE  
MANAGEMENT AND EVALUATION**

**DATE: MONDAY, 25<sup>TH</sup> JULY 2022 TIME: 2:00 – 4:00PM**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS.**

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER.**

**DURATION 2 HOURS**

**MMUST observes ZERO tolerance to examination cheating**

**This Paper Consists of 2 Printed Pages. Please Turn Over.**

### **Question One**

**Read the case below and answer questions that follow:**

Mr. Otundo is a Branch Manager of African Bank at one of its village Branches. His staff included two clerks and an attender. Very often Mr. Otundo was left alone in the bank after 5 p.m. to tally accounts, day books and complete other formalities.

On 30<sup>th</sup> December Mr. Otundo was working till past 2.00a.m tallying the accounts since hardly one day is left for closing the accounts for the year. On the fateful night, the Branch Manager was attacked by a band of robbers, who looted 5 million shillings after brutally wounding Mr. Otundo's right hand, which had to be amputated later. After his recovery, the Branch Manager applied for compensation. The Bank Management was of the opinion that Mr. Otundo violated the job specification by working beyond the stipulated hours of work. He, in their views, was not entitled to any compensation as the accident occurred during non-employment hours. They also called for an explanation as to why the amount lost cannot be recovered from his salary and Provident Fund.

- (a) How do you justify the bank's stand in this case? (10 marks)
- (b) What modifications would you suggest in job specification to overcome such incidents in future? (10 marks)
- (c) In your view, was Mr. Otundo supposed to work late? What do you think caused this last minute rush and could it be avoided? (10 marks)

### **Question Two**

- (a) Dr. Simiyu, a human resource specialist, has been contracted to carry out a work measurement exercise for an organization. Examine the factors that he should consider in selecting the technique to use in carrying out the exercise.(10 marks)
- (b) Explain the principles that a manager should follow in carrying out a job design exercise in an organization. (10 marks)

### **Question Three**

- (a) Kosomo Limited has adopted a high performance work design. Explain the benefits that may accrue to the organization from adopting such a design. (10 marks)
- (b) When undertaking a time study it is important to breakdown a job into its elements. Explain the reasons for this breakdown.(10 marks)

#### **Question Four**

- (a) Describe the steps to follow when conducting a method study in an organization. (10marks).
- (b) The Human Resource Manager of Wote Limited recently developed job descriptions for the positions in the Human Resource Department. Explain the purposes for such descriptions. (10 marks)

#### **Question five**

- (a) The Human Resource Manager at ABC Company has been asked to carry out a job analysis for all the positions in the organization. Advise him on job related aspects that he may analyse. (10 marks)
- (b) As a Human Resource Manager of SAKATA co. Ltd, illustrate the techniques of determining salary level for newly hired employees. (10 marks)

