



**NATIONAL OPEN UNIVERSITY OF NIGERIA,  
UNIVERSITY VILLAGE, PLOT 91 CADASTRAL ZONE NNAMDI AZIKIWE  
EXPRESSWAY JABI, ABUJA NIGERIA  
FACULTY OF MANAGEMENT SCIENCES  
DEPARTMENT OF PUBLIC ADMINISTRATION  
2025\_2 EXAMINATIONS\_**

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**COURSE CODE: PAD 855**

**COURSE TITLE: Performance Measurement and Management**

**CREDIT UNITS: 2**

**TIME ALLOWED: 2 Hrs**

**INSTRUCTIONS:**

- 1. Attempt three (3) questions in All, Question one (1) and any other two (2)**
- 2. Question number 1 is compulsory and carries 30marks, while the other questions carry 20 marks each**
- 3. Present all your points in coherent and orderly manner**

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Q1a List the four major influences on performance as outlined by Armstrong (2009) (10 Marks)

Q1b Explain Management by Objectives as a Performance Measurement method (10 Marks)

Q1c Goals should be SMART... elaborate (10 marks)

Q2a Discuss Internal Environment as it relates to Organization Culture (10marks)

Q2b Explain the Employees Relation Climate in an Organization (10 marks)

Q3a During appraisal interviews, some staff could get defensive. Discuss how to handle such staff (10 marks)

Q3b What are the four things to keep in mind while conducting an interview (10 marks)

Q4a Justify the assertion that Performance Management involves managing performance throughout the year (10 marks)

Q4b Outline the five main problems that can undermine appraisal tools (10 marks)