



**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)
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- Q2a Discuss Internal Environment as it relates to Organization Culture (10marks)
- Q2b Explain the Employees Relation Climate in an Organization (10 marks)
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- 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)
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- 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)