

**THE ADOPTION OF OPEN PERFORMANCE REVIEW
APPRAISAL SYSTEM (OPRAS) IN TANZANIA: THE CASE STUDY OF
NATIONAL BOARD FOR MATERIALS MANAGEMENT (NBMM)**

Dr. J. Kibwe
RESEARCH SUPERVISOR

BY

WINIFRIDA MAHINYA IGOGO

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ABSTRACT

NBMM as an entity is faced with the growing changes and challenges in Human Resource Management which takes place in work organizations and have a great impact in accountability, accuracy and transparency whereby the PO-PSM ordered public organizations and ministries to establish the OPRAS instead of CPAS in its staff performance appraisal.

ABSTRACT

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The aim of this study was to examine factors that contributed to hindering the process of implementing some policies in Tanzania with particular reference to OPRAS. OPRAS is a function of many factors like employee, employee's co-worker, the job, the equipment, the materials, the customer, management, supervision and work environment.

This research examined theoretical and empirical literature that was deemed relevant to the study and explained how the study was conducted, especially, the method and type of data to be collected, research instruments utilized, research design and the way the collected data were analyzed for meaningful results. Findings from various interviews and questionnaires which included the opinions of the managers and employees were presented and interpreted.

In order to improve the Performance Appraisal System, the research advised the execution of OPRAS through 4Ms, which stand for Man, Money, Materials and