



Riara School of Business
Nurturing business innovators

SEPTEMBER – DECEMBER 2019 SEMESTER
EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION

DAY PROGRAMME

RBA 404: PERFORMANCE MANAGEMENT

DATE: 13TH DECEMBER 2019

TIME: 2 HOURS

GENERAL INSTRUCTIONS:

Students are NOT permitted to write on the examination paper during reading time. This is a closed book examination. Text book/Reference books/notes are not permitted.

SPECIAL INSTRUCTIONS:

- 1 Write your REGISTRATION NO. clearly on the answer booklet(s).
- 2 Answer QUESTION ONE (COMPULSORY) and any other two.
- 3 Questions in all sections should be answered in answer booklet(s).
- 4 Marks allocated to each question are shown at the end of the question.
- 5 PLEASE start the answer to EACH question on a NEW PAGE.
- 6 For the questions, write the number of the question on the answer booklet(s) in the order you answered them.
- 7 Write your answers in paragraph form unless stated otherwise.
- 8 Keep your phone(s) SWITCHED OFF at the front of the examination room and NOT on your person.
- 9 Keep ALL bags and caps at the front of the examination room and do not refer to any unauthorized material before or during the course of the examination.
- 10 You are only allowed to leave the exam room 30minutes to the end of the Exam.

QUESTION ONE: COMPULSORY (30 MARKS)

- a) In any company there are different techniques which may be adopted to assess the performance of employees in the company . As a performance management professional explain **FIVE** techniques employers can use to assess their employees' performance. **(10 Marks)**
- b) Managing employee's performance is the key objective of establishing systematic Performance Management system in an organization. Clearly explain **FIVE** purposes of a performance management system. **(10 Marks)**
- c) Quality and effectiveness of Performance Management is a reality in organisations only when certain basic and fundamental principles of management are followed.State and Explain **FIVE** principles of Performance Management. **(10 Marks)**

QUESTION TWO

- a) Explain the Goal setting theory of performance management clearly outlining its framework, properties and criticisms of the theory. **(10 Marks)**
- b) Company XYZ sales in 2017 was 200,000 USD, in 2018 the company recorded 100,000 USD sales value. This was attributed to underperformance. As a consultant clearly explain **FIVE** steps company XYZ can follow to manage the underperformance **(10 Marks)**

QUESTION THREE

- a) Underperformance is the failure by employees to perform the duties of the position to the standard required. State and Explain **FIVE** causes of underperformance in a Company **(10 Marks)**
- b) Clearly explain the **FIVE** components of a conceptual framework for performance appraisal that firms adopt in performance management **(10 Marks)**

QUESTION FOUR

- a) Andy Neely and Chris Adams describe their 'Performance Prism' as a second generation performance management framework. Citing relevant example in each case, explain the **FIVE** facets of the Performance Prism that organizations can adopt to manage their performance **(10 Marks)**
- b) The Public Sector is usually comprised of organizations that are owned and operated by the government and exist to provide services for its citizens. Explain **FIVE** ways that can sustain high performance in the public sector. **(10 Marks)**