



RIARA SCHOOL OF BUSINESS
NURTURING INNOVATORS
SEPTEMBER-DECEMBER 2022 TRIMESTER
EXAMINATION FOR BACHELOR OF BUSINESS ADMINISTRATION
DAY PROGRAMME
RBA 404: PERFORMANCE MANAGEMENT

DATE: APRIL 2023

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 and ANY other TWO questions.
- 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.
- 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 examination room 30minutes to the end of the Examination.

QUESTION ONE (COMPULSORY – (30 MARKS))

CASE STUDY

Performance Management System (PMS) at Progress Information Technologies (PIT)

Performance Management System (PMS) at Progress Information Technologies (PIT), a mid-sized IT organization in India. Raghu Kulkarni (Raghu), Chief Executive Officer (CEO) of the organization, had a mandate to grow the organization rapidly. Historically, PIT had grown in an incremental way. Raghu, however, wanted to change this situation. He felt that the executives in the organization were rating the employees in a liberal manner, without considering the growth the organization should achieve. Therefore, he advocated a forced choice method of relative ranking, based on a bell curve or normal distribution and merciless moderation of performance ratings.

Vilas Trivedi (Vilas), a senior delivery head, rated Anil Khan (Anil) and Yatin Angre (Yatin) – two of his project leads – as good performers. Vilas created high expectations in their minds through his words and actions, during the course of the previous performance cycle. However, Sharad Gandhi (Sharad), the vertical head, forced Vilas to moderate the ratings of the employees due to pressure from Raghu. In the bargain, Anil's ratings were lowered due to failure in managing a capability building initiative. Also, Yatin's aspirations to be rated as a top performer (as he was due for promotion based on tenure) were not met due to the fitment of the ratings in the normal distribution format, and because he was less qualified amongst the group of project leads. Sharad instructed Vilas to appropriately convey the feedback to the concerned project leads. Vilas conveyed the performance ratings to Anil and Yatin without taking any ownership, pleaded his helplessness and blamed his superiors for all the decisions regarding performance evaluation.

Required:

- a. Based on the case above elaborate FOUR (4) differences between performance appraisal and performance management **(8 marks)**
- b. Anil Khan and Yatin Angre were cited to have low performance metrics. Discuss SIX (6) Strategies to correct underperformance in an organization that would be adopted. **(12 marks)**
- c. Discuss any TWO(2) Feedback models of choice that you would adopt while seeking to improve performance evaluation process in this organization. **(10 marks)**

QUESTION TWO

Setting goals or objectives is the most important activity during the performance planning and agreement stages of performance management. Discuss the TEN (10) stages in the goal setting process. **(20 marks)**

QUESTION THREE

- a) Discuss the FIVE (5) advantages and disadvantages of the 360-degree feedback model as applied in performance management? **(10 marks)**
- b) Discuss the FIVE (5) steps in coaching under the G.R.O.W model. **(10 marks)**

QUESTION FOUR

- (a) Discuss the FOUR (4) stages in Performance Management Cycle **(10 marks)**
- (b) Performance Contracting (PC) has overwhelmingly been embraced by the Public sector as the means to achievement of Vision 2030. Discuss how performance contracting cascades down from the presidency to individual performance of a public sector civil servant of a given ministry. (You may pick a ministry of your choice to elaborate on) **(10 marks)**