



RIARA SCHOOL OF BUSINESS
NURTURING INNOVATORS
SEPTEMBER - DECEMBER 2022 TRIMESTER
EXAMINATION
DEGREE IN BUSINESS ADMINISTRATION
DAY PROGRAMME
UNIT CODE: RBA 404.
UNIT TITLE: PERFORMANCE MANAGEMENT

DATE: 30TH NOVEMBER 2022.

TIME: 2 HOURS

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. PLEASE start the answer to EACH question on a NEW PAGE.
5. For the questions, write the number of the question on the answer booklet(s) in the order you answered.
6. Write on both sides of each leaf and indicate number of each question at the top of each page.
7. Write the answers in paragraph form unless stated otherwise.
8. Marks allocated to each question are shown at the end of the question.
9. All rough work must be done on the answer booklet and crossed through!
10. Use supplementary pages only when you have exhausted those in this booklet.
11. Fasten the supplementary pages to the inside back cover of this booklet.

QUESTION ONE: COMPULSORY (30 MARKS)

DHL's annual performance management process begins in August when the bonus framework and core elements of the scheme are designed at the top level. Following this, in mid-November, based on the aims decided upon in August, targets are set for the year by a panel of senior staff. Once devised, these targets are cascaded down the organization into individual personal objectives following discussions between line managers and HR. The cascading process is designed to ensure that targets are refined and altered to align with each individual's actual job. Further discussions then take place to decide what each target means for employees in practice and their implications for competencies. Around the same time, attainment levels and scoring based on the previous year's performance take place to determine bonus levels and salary rises. Following this, with targets already set, around the middle of January an outline for recording performance targets for personal and financial performance for the coming year is designed, and in mid-February the company's financial results become known. This makes it possible to determine the pot available for bonus payments and salary increases relating to the previous year. Bonuses are paid in either March or April while salary reviews take place in April

- a) DHL in the above case has taken deliberate effort to practice Performance Management. Discuss the **FIVE** functions of Performance Management. **(10 marks)**
- b) As the HRM at DHL, advice the CEO on **FOUR** qualities of a good Performance Management process. **(12 marks)**
- c) In the above case, Feedback has not been highlighted. Discuss the feedback you would provide to any **TWO** groups in the organisation. **(8 marks)**

QUESTION TWO

- a) Highlight the contrasts of any **THREE** Performance Management methods as highlighted in the case above. **(9 marks)**
- b) "If you can't measure it, you can't improve it".
 - (i) Using an example, describe what Traits are. **(2 marks)**
 - (ii) When measuring traits, you may be biased. Highlight **THREE** biases and a way to overcome each. **(9 marks)**

QUESTION THREE

- a) Defend any **THREE** motivational theories and give examples for each. **(12 marks)**

- b) In as much as Performance Management plays a critical role in the success of any organisation, it does present its down side. Critique Performance Management with any **FOUR** points. **(8 marks)**

QUESTION FOUR

- a) Support the **THREE** ways in which performance goals can be achieved. **(9 marks)**
- b)
 - (i) Fill in the blank The data from Performance appraisal is used majorly for
..... **(1 mark)**
 - (ii) Other than pay, Explain **FIVE** other areas the data is used for. **(10 marks)**