



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NPSM532: PERFORMANCE MANAGEMENT

END OF FIRST SEMESTER EXAMINATIONS

NOVEMBER 2021

LECTURER: DR WILLIAM MAKUMBE

TIME:5 HOURS

INSTRUCTIONS

You are required to answer questions as instructed

Answer **Question 1** in Section A and any **ONE** question in section B

Start **each** question on a new page

Credit will be awarded for logical, systematic and neat presentations

Case Study – Performance management at Coca-Cola Plc

(Read the case study below and answer question 1)

Performance management is a key area requiring focus if a company wants its employees to perform at their best. Discussions and feedback play a key role in employee performance management and ensure that the employees are aware of their performance goals and that their personal and organizational goals are aligned. Performance management also helps at identifying gaps in skills and fill them with training. At Coca Cola the employees are encouraged to seek training through its annual performance review system. The performance review system of Coca Cola includes the mid-year and year end career discussions between the associates and the managers. It provides the associates with an opportunity to assess their annual performance against the set goals and objectives. These face to face discussions allow managers and associates to discuss training and development. It also enables them to outline a plan for training and enrichment. After that proper training is provided to the associates based on the review. This system ensures a regular cycle of discussions and feedback which recognizes any kinds of gaps and enables their fulfilment.

SECTION A – Read the case study above and answer question 1

Question 1

Drawing your answer from performance management literature, suggest an appropriate model that can be used by Coca-Cola management to collect feedback on employee performance from different Coca-Cola stakeholders highlighting clearly the employee performance dimensions that can be measured by this model.

(50 Marks)

SECTION B (Answer any ONE question from this section)

Question 2

Clearly highlighting solutions, assess the challenges associated with the performance appraisal process in public sector organisations.

(50 Marks)

Questions 3

Performance management has been identified as a major area of focus by top executives' world-wide. Critically examine the drivers of high corporate performance.

(50 Marks)

End of Paper
