

Code No: **21BA3T6HA**

II MBA - I Semester Regular / Supplementary Examinations DECEMBER - 2023

PERFORMANCE MANAGEMENT

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains three Parts-A, Part-B and Part-C.
 2. Part-A contains 8 short answer questions. Answer any **Five** Questions.
 Each Question carries 2 Marks.
 3. Part-B contains 5 essay questions with an internal choice from each unit.
 Each Question carries 10 marks.
 4. Part-C contains one Case Study for 10 Marks.
 5. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

		BL	CO
1. a)	Explain the objectives of performance appraisal.	L2	CO1
1. b)	Recall the linkages to strategic planning.	L1	CO2
1. c)	Define appraisal system design.	L1	CO3
1. d)	Summarize the role of efficiency.	L2	CO4
1. e)	Explain about team oriented organization.	L2	CO5
1. f)	What are 7 sins of HR professionals?	L1	CO1
1. g)	What are the concerns of performance monitoring?	L1	CO4
1. h)	Explain the ethics in performance management.	L2	CO3

PART – B

			BL	CO	Max. Marks
<u>UNIT – I</u>					
2.	a)	Explain the historical developments in performance management.	L2	CO1	5 M

	b)	Discuss the nature and scope of performance management.	L2	CO1	5 M
OR					
3.	a)	Illustrate the process of performance management in an organization.	L3	CO1	5 M
	b)	Summarize 7 rules of excellence.	L2	CO1	5 M
<u>UNIT – II</u>					
4.	a)	Explain the approaches to performance management planning.	L2	CO2	5 M
	b)	Explain the barriers to performance planning.	L2	CO1	5 M
OR					
5.	a)	Discuss planning individual performance.	L2	CO2	5 M
	b)	Discuss the steps in competency mapping.	L2	CO2	5 M
<u>UNIT-III</u>					
6.	a)	Discuss the different methods of competency methods.	L2	CO3	5 M
	b)	Explain the need for and significance of performance management system in an organization.	L4	CO3	5 M
OR					
7.	a)	Illustrate the concept of implementing the appraisal system in organizations.	L3	CO3	5 M
	b)	Explain in detail about the functions and phases of performance management system in an organization.	L4	CO3	5 M
<u>UNIT – IV</u>					
8.	a)	Explain the considerations for performance monitoring in an organization.	L4	CO4	5 M
	b)	Discuss the objectives and principles of monitoring.	L2	CO4	5 M

OR

9.	a)	Interpret about coaching and counseling of performance monitoring.	L3	CO1	5 M
	b)	Explain the differences between coaching, counseling and mentoring.	L4	CO1	5 M

UNIT – V

10.	a)	Explain the types of performance teams.	L2	CO5	5 M
	b)	Summarize the operational change through performance management.	L2	CO5	5 M

OR

11.	a)	Illustrate about building and leading high performing teams.	L3	CO5	5 M
	b)	Interpret developing and leading high performing teams.	L3	CO5	5 M

PART –C

			BL	CO	Max. Marks
12.			L3	CO3	10 M

A process of performance management is developed in companies to better shape how employees execute their job responsibilities and complete their work. Ideally, employees should feel comfortable with this process, believing that the communication occurring between managers and workers facilitates the completion of important workplace goals. Unfortunately, many employees become dissatisfied with how their organizations encourage goal-directed behavior, which can result in poor job attitudes, decreased motivation, and reduced effort on the job. These negative factors lead some companies to seek alternative ways to design and implement performance management systems so that employees are encouraged to work hard in their jobs. Jewelers Mutual Insurance Company (JMI) is one such company that has actively improved its performance management approach, and the results have been very encouraging. Employees were initially

dissatisfied with the feedback and goal-setting approaches that were being utilized to manage job performance, so company leaders decided to involve employees in the redesign efforts to create a more viable program that would be satisfactory for all the parties involved. An outside consultant started the process by interviewing top leaders in the company, and focus groups were used to solicit feedback from various other members of the organization. By utilizing a more participative and inclusive approach, the company was able to identify the problems with the current performance management system and generate greater support for the proposed changes that would ultimately fix these issues. This case illustrates how important employee participation is in the effective management of human resources, particularly when developing a viable performance management system. Several key changes were made to the performance management system based on the feedback received from managers and employees. In particular, inconsistencies in the administration of the performance management system, problems with the rating techniques and forms, and various challenges linking pay to performance were specifically targeted as part of the redesign effort. Such reflection and self-assessment prompted a number of specific improvements to management of job performance within the company. Evaluations are now based on narratives, various metrics of accountability, and job goals. Further, feedback is provided to employees on a quarterly basis, compensation is more strongly linked to individual effort, and the performance management system functions in concert with the other elements of human resource management. The changes made to the performance management processes at JMI Company demonstrate how human resource professionals can work with other staff members to create a system that excites employees and, ultimately, yields greater job performance.

QUESTIONS

1. Discuss how this case illustrates how greater support for a performance management system can be developed through employee participation.
2. Identify some of the ways that performance management systems can be improved based on the experiences at JMI.