



PG – 934

**III Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 3.5.3 : Performance Management Systems**

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following, **each** question carries **five** marks. (5×5=25)

1. What is Performance Excellence ? What are its attributes and criteria ?
2. Explain the challenges faced by an HR manager while conducting expatriate appraisal.
3. Discuss the importance of performance management guidelines.
4. Explain the process of identifying the performances gap and the problems faced during the identification of performance gaps.
5. Discuss the future oriented methods of performance appraisal with its advantages and disadvantages.
6. Write about the prerequisites of remote team performance.
7. How does team building improve high performance ?

SECTION – B

Answer **any three** of the following, **each** question carries **ten** marks. (3×10=30)

8. Explain the importance of six sigma in performance appraisal, with suitable examples.
9. How are creative performance strategies helpful for employees and an organization ? Discuss.
10. Explain the advantages and disadvantages of modern performance appraisal methods.
11. Discuss the need and importance of potential appraisal in Human Resource Management.

P.T.O.



SECTION – C

12. Case Study (**compulsory**).

(1×15=15)

It is January.

You are the regional manager of a chain of stores selling computer equipment and accessories, mainly based on out-of-town retail parks.

Following promotion, a new manager has just been appointed to the Preston store which employs 20 staff.

The store is currently experiencing a number of challenges which you wish the new manager to address. Among the store's problems are the following :

- A growing absence problem among the store's staff.
- Deterioration in staff morale, largely due to the unpopularity of the previous manager who left suddenly about a month ago.
- Sales have been falling since a rival opened up a store on the same site. It is well known that the rival chain's products are not only cheaper, but much more unreliable.
- The lease on the current property expires in July. The company has an option on a store of similar size on the far side of town. The rent on the alternative store would be cheaper, but it is unlikely that all the current employees would be prepared to transfer to the new store. You need to get your manager to investigate this issue.
- The newly-appointed manager, although highly competent as a team manager has admitted that financial management is not his strong point.
- The company has a formal appraisal process for all staff, but the previous manager is known to have neglected this area. As regional manager you wish to address this issue.



- Although many of the in-store employees have long service, there is still a problem in retaining newly-appointed staff. Labour turnover currently stands at 15% although the norm for the retail sector is 10%.
- The company operates an annual employee opinion survey. In the last survey, employees in the Preston store collectively raised concerns over lack of training. You have allocated, £ 10,000 for employee development for the store.
- The telephone bill for the store is twice that of other stores in the chain. Occasional personal calls from the employee rest area are allowed, providing that permission has been given by the store manager.
- The manager of the smaller Blackpool store is currently on sick leave and you, the regional manager, have agreed that a suitable temporary replacement will be provided from the Preston branch.

Based on the above issues, select which you think are the six most appropriate to be included in an annual performance management plan and compile a suitable set of performance objectives for your newly appointed manager, complete with measures and timescales, which method of appraisal would like to follow ? Why ?



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III Semester M.B.A. Degree Examination, February 2016
(CBCS) (2014-15 and Onwards)
MANAGEMENT

Paper – 3.5.3 : Performance Management Systems

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. (5×5=25)

1. What is PMS ? How different is PMS from performance appraisal system – PAS ?
2. Who are high performance individuals ? What are the ways through which high performance individual have to be managed ?
3. Define the following concepts :
 - a) Mentoring
 - b) Competency
 - c) Halo effect
 - d) Job description
4. Define expatriate. What are the various factors to be considered by evaluating expatriate employees ?
5. What are the common problems encountered during assessment ?
6. Discuss the advantage and disadvantage of any two appraisal methods that are used in Indian organisation.
7. What would be the role and responsibility of HR manager during the times of performance management process ?

SECTION – B

Answer **any three** questions. **Each** question carries **ten** marks. (3×10=30)

8. Define performance. What are the various drivers of performance ?
9. Explain the legal issues associated with performance appraisal.

P.T.O.

PG – 1099



10. What are the emerging trends and practices of PMS practised in Indian organisations ?
11. Write short notes on :
- Performance management prism
 - Six sigma and bench marking.

SECTION – C

12. This is **Compulsory** Section. Case study. (1×15=15)

Read the following situation and answer the questions below.

Different teachers/lecturers have different kinds of competencies and skills. Some teachers have good communication skills, some of them have excellent presentation skills, some of them have expert and practical knowledge in their area of specialization through their long service in some organization and some of them have the competencies to understand their students and their social, emotional and intellectual needs. Each faculty have in them the competency and skills depending on their exposure and maturity in the field.

There is a newly established B-School in Bengaluru, with few faculty already appointed, and few are yet to be appointed. The management wants an expert opinion from a professional, who is well versed about the academic field. You are working as a consultant and you have expertise in the area of academic and educational background. You are called by the management to make a blue print document, for competency mapping of teachers leading for better performance and results for day-today functioning in management department. The management is more concerned with the performance of this new faculty, who will be recruited soon, and they want an expertise opinion from you, as to what should be the selection criteria and skills assessment and core competency that is needed. You have the following task to perform :

- Draw a Skills and Competency map required for HR faculty. What are the various skills that HR faculty should be needed for better performance ? 8
- Draw a Skills and Competency map required for general management teachers. What are the various skills that HR faculty should be needed for better performance ? 7
