

MBA III Semester Supplementary Examinations September/October 2022

**PERFORMANCE MANAGEMENT**

(For students admitted in 2018, 2019 &amp; 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Define performance management. Also outline its characteristics. 5M  
 (b) What are the key differences between performance management and performance appraisal? 5M
- OR
- 2 (a) What are the major developments in performance management? List some concerns related to the field. 5M  
 (b) List some major views on performance management. 5M
- 3 (a) How can you improve an individual's performance through mentoring? 5M  
 (b) How to manage underperformance? List and explain the basic steps. 5M
- OR
- 4 (a) List out the process in monitoring performance and the objectives for performance reviews. 5M  
 (b) Describe: (i) Work plans. (ii) Team performance reviews. 5M
- 5 (a) What are the four major steps in the coaching process? Explain with examples. 5M  
 (b) Elaborate on the concept of counselling. What are the functions of counselling? 5M
- OR
- 6 (a) Explain the concept of: (i) Planned coaching. (ii) Manager as a coach. 5M  
 (b) Differentiate between the role of coaching and counselling in improving the confidence and morale of work teams. 5M
- 7 (a) State and explain the concept of management by objectives. 5M  
 (b) Performance and potential should both be taken into stock. Approve the veracity of this statement. 5M
- OR
- 8 (a) What is a balanced scorecard? What elements must be taken into consideration while preparing this scorecard? 5M  
 (b) Explain with examples the various processes and approaches towards an appraisal system design. 5M
- 9 (a) Explain the concept of learning organization and the various approaches to learning. 5M  
 (b) What are the major characteristics of a learning organization? 5M
- OR
- 10 (a) State and elucidate the rewards and compensation management in an organization. 5M  
 (b) Write about: (i) Compensation benefits. (ii) Employee security. (iii) Payment for time not worked. 5M

Contd. in page 2

**SECTION – B**

(Compulsory question. 01 X 10 = 10 Marks)

11

**Case Study/Problem:**

Adobe was the fore-run-ner of change when they abandoned annual performance appraisals back in 2012. They felt that while they were forging ahead and evolving as a company, their per-for-mance management system was archaic and ineffective. It was a waste of time and had, ultimately become a box ticking exercise. Adobe estimated annual appraisals consumed 80,000 management hours each year. This was the equivalent of nearly forty fulltime employees working year-round. Clearly, a change was needed.

Adobe replaced annual appraisals with regular one-on-one check-ins, supported by frequent feedback-both positive and constructive. There are no performance ratings or rankings and they allow different parts of the organization to determine how frequently they should hold check-in conversations, based on their work cycles. Now that forced rank-ing has been abol-ished, employees at Adobe are assessed based on how well they meet their goals. Managers are also trained on the nuances of giving and receiving feedback.

The result has been a marked increase in employee engagement, with voluntary turnover decreasing by 30% since check-ins were introduced. This makes Adobe a performance management case study we should all be aware of.

**Questions:**

- (a) Why did the earlier model at Adobe fail? What were the factors that probably have contributed to their ineffectiveness?
- (b) List out the changes made in the company. Map these changes with contrast to the earlier existing systems.
- (c) What were the visible impacts of the changes made to the growth at Adobe?
- (d) According to you what factors could have contributed to the change.
- (e) If you were held responsible for performance management at a much smaller firm, what lessons would you take away from the Adobe experience? And how would you adapt it for your own firm?

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## MBA III Semester Regular Examinations April/May 2022

**PERFORMANCE MANAGEMENT**

(For students admitted in 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) List and explain the various steps involved in the process of performance management. 5M  
 (b) What are the significant differences between performance management and human resource management? 5M
- OR**
- 2 (a) Write a short note on performance management and the psychological construct. 5M  
 (b) Explain the aims or purposes of performance management. 5M
- 3 (a) Give a detailed account of the mentoring process with examples. 5M  
 (b) What are the characteristics of an ideal mentor? Who comes to your mind when you think of such characteristics? 5M
- OR**
- 4 (a) Elucidate the concept of group mentoring. What are the benefits and pitfalls of group mentoring? 5M  
 (b) From the point of view of a sports team analogy, explain how mentoring can transform teams. 5M
- 5 (a) Which situations necessitate the requirement of counselling the most in an organization? Explain with scenarios. 5M  
 (b) Suggest some tips for effective coaching with real-world examples. 5M
- OR**
- 6 (a) List and describe the steps involved in counselling process. 5M  
 (b) Coaching is an art as well as science. Justify the above statement with suitable arguments. 5M
- 7 (a) Write in elaboration about the concept of 360° appraisal. 5M  
 (b) What do you mean by the term assessment centre? State its purpose and benefits. 5M
- OR**
- 8 (a) How do you define: (i) Appraisal for rewards? (ii) Appraisal for recognitions? 5M  
 (b) Taking the case of a world-renowned R&R program, explain how it can elevate motivation for employee performance. 5M
- 9 (a) Briefly explain the terms: (i) Learning sources. (ii) Importance of learning. 5M  
 (b) Take the example of two major Indian corporate multinational organizations and state how they have standardized learning. 5M
- OR**
- 10 (a) What are fringe benefits? List the factors influencing fringe benefits. 5M  
 (b) Write short notes on: 5M  
 (i) Social security. (ii) Employee health benefits. (iii) Retirement benefits.

Contd. in page 2

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study/Problem:**

Under the reign of its former CEO, Jack Welch, General Electric was the most well-known proponent of annual performance ratings and forced distribution curves. 10M

For decades, GE operated a "rank and yank" system, whereby employees were appraised and rated once a year. Afterwards, the bottom 10% were fired. Not exactly a recipe for employee engagement! Such an environment is a breeding ground for unhealthy competition, reduced team-work and employee burnout.

In 2015, under CEO Jeff Immelt, GE announced it was replacing this approach with frequent feedback and regular conversations called "touch points" to review progress against agreed near-term goals. This new approach was supported by an online and mobile app, similar to our own Clear Review performance management tool, which enables employees to capture progress against their goals, give their peers feedback and also request feedback.

Managers will still have an annual summary with employees, looking back at the year and setting goals. But this conversation is more about standing back and discussing achievements and learnings, and much less fraught than annual reviews.

**Questions:**

- (a) Why do you believe the existing system had to be replaced in spite of it being profitable to the parent company?
- (b) Give some examples of real world rank and yank systems that have failed miserably.
- (c) How does the mix of annual meetings go hand in hand with timely review as well as feedback mechanisms?
- (d) If you were to take away one key aspect of the provided case study, what would it be and why?
- (e) Where do you believe millennials have had a say in the changing perspectives in the performance management process of multinational companies?

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Code: 21E00305c

MBA III Semester Regular & Supplementary Examinations November/December 2024

**PERFORMANCE MANAGEMENT**

(Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

(Answer the following: 05 X 10 = 50 Marks)

- 1 Explain the concept of performance management. 10M  
OR
- 2 Distinguish between performance management and performance appraisal. 10M
- 3 Describe the concept and benefits of mentoring. 10M  
OR
- 4 Explain the Pitfalls Monitoring performance. 10M
- 5 Discuss the coaching for performance improvement. 10M  
OR
- 6 Explain the functions of counseling. 10M
- 7 Discuss about the stock taking of performance and its uses. 10M  
OR
- 8 Discuss the approaches of appraisal system design. 10M
- 9 Describe the approaches of learning. 10M  
OR
- 10 Discuss in detail about fringe benefits and factors affecting it. 10M

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

**Case study:**

- 11 ABC Ltd was facing issues with its financial performance. Therefore the company wanted to consider restructuring to turn the company around. Even after all the efforts the company was still under the loss due to high manufacturing cost and the price was not priced competitively. These led to job cuts, selling unprofitable business and closing down many units. ABC was finding it difficult to meet the growing competition. ABC realized that in order to survive in the market the company needs to transform into a flexible organisation and focus on sale and high value business. As one measure of improvement the company introduced Balanced Scorecard. This was used to communicate the strategy across ABC to more than 1 lakh employees across its various units spread across the world. The Balanced Scorecard enabled the employees to understand the existing policies and the future plans of ABC. The management and all the division identified the factors that were important to create value. Balanced Scorecard was also used to measure corporate results. 10M

**Questions:**

- (i) What is Balanced Scorecard?
- (ii) What was the need for implementing Balanced Scorecard?
- (iii) What was the benefit of Balanced Scorecard?

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