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**Bengaluru**

**School of Management**

**Mid - Term Examinations – November 2024**

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| **Semester**: III | **Date**: 12-11-2024 |
| **Course Code**: MBA3067 | **Time**: 09:30am – 11:00am |
| **Course Name**: Performance Management | **Max Marks**: 50 |
| **Program:** MBA | **Weightage**: 25% |

**Instructions:**

1. *Read all questions carefully and answer accordingly.*
2. *Do not write anything on the question paper other than roll number.*

**Part A**

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| **Answer ALL the Questions. Each question carries 3marks. 5Qx3M=15M** | | | | |
| **1** | Describe the characteristics of performance management. | 3 Marks | Knowledge | CO1 |
| **2** | Write a short history of evolution of performance management. | 3 Marks | Knowledge | CO1 |
| **3** | List the contextual factors that can affect the performance of employees. | 3 Marks | Knowledge | CO1 |
| **4** | State the difference between Performance and Potential Appraisal. | 3 Marks | Knowledge | CO2 |
| **5** | Describe the “critical incident” method of performance evaluation. | 3 Marks | Knowledge | CO2 |

**Part B**

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| **Answer ALL the Questions. Each question carries 10 marks. 2Qx10M=20M** | | | | |
| **6a** | Vroom, Blumberg, Bath Brothers, Jones and others discussed different factors affecting performance of employees. Illustrate the concept of performance and factors impacting performance of employees. | 10 Marks | Application | CO1 |
| **Or** | | | | |
| 7a | Principles of any concept are the guidelines to frame strategies for implementation. Determine how the principles of performance management guide performance management system. | 10 Marks | Application | CO1 |

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| 8a | The criteria of performance evaluation is the procedure how the performance of employees will be evaluated. As Manager HR of an organization, Illustrate how will you decide on the criteria for performance evaluation of blue and white collar employees. | 10 Marks | Application | CO2 |
| **or** | | | | |
| **9a** | Mr. Manivarn joined as manager HRD in a medium scale manufacturing organization. Factory manager Mr. Reddy called and asked him to revise performance evaluation format. Illustrate the performance evaluation methods that can be used for the evaluation of blue collar employees. | 10 Marks | Application | CO2 |

**Part C**

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| **Answer the Question. Question carries 15 marks. 15Mx1Q=15M** | | | | |
| **10** | The performance management process evolved in several phases. The performance management system is still evolving and in the near future one may expect a far more objective and a transparent system.   1. **First Phase:** The origin of performance management can be traced in the early 1960’s when the performance appraisal systems were in practice. During this period, **Annual Confidential Reports (ACR’s)** which was also known as **Employee service Records** were maintained for controlling the behaviors of the employees and these reports provided substantial information on the performance of the employees. This system had suffered from many drawbacks. 2. **Second Phase:** This phase continued from late 1960’s till early 1970’s, and the key hallmark of this phase was that whatever adverse remarks were incorporated in the performance reports were communicated to the employees so that they could take corrective actions for overcoming such deficiencies. In this process of appraising the performance, the reviewing officer used to enjoy a discretionary power of overruling the ratings given by the reporting officer. The employees usually used to get a formal written communication on their identified areas of improvements if the rating for any specific trait used to be below 33%. 3. **Third Phase:** In this phase the term ACR was replaced by performance appraisal. One of the key changes that were introduced in this stage was that the employees were permitted to describe their accomplishments in the confidential performance reports. The employees were allowed to describe their accomplishments in the self-appraisal forms in the end of a year. Besides inclusion of the traits in the rating scale, several new components were considered by many organizations which could measure the productivity and performance of an employee in quantifiable terms such as targets achieved, etc. 4. **Fourth Phase:** This phase started in mid 1970’s and its origin was in India as great business tycoons like Larsen & Toubro, followed by State Bank of India and many others introduced appreciable reforms in this field.   In this phase, the appraisal process was more development driven, target based (performance based), participative and open instead of being treated as a confidential process. The system focused on performance planning, review and development of an employee by following a methodical approach.  This phase was a welcoming change in the area of performance management and many organizations introduced a new HR department for taking care of the developmental issues of the organization.   1. **Fifth Phase:** This phase was characterized by maturity in approach of handling people’s issues. It was more performance driven and emphasis was on development, planning and improvement. Utmost importance was given to culture building, team appraisals and quality circles were established for assessing the improvement in the overall employee productivity.   Q1. The performance management system is still evolving. Point out the future of this system. (07 marks)  Q2. Illustrate the different phases of performance management system development. (08 marks) | 15 Marks | Analysis | CO1 |