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**PRESIDENCY UNIVERSITY**

**Bengaluru**

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| **End - Term Examinations – JANUARY 2025** |
| **Date:** 16 – 01- 2025 **Time:** 09:30 am – 12:30 pm |

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| **School:** SOM-PG | **Program:** MBA | |
| **Course Code :** MBA3067 | **Course Name :** Performance Management | |
| **Semester**: III | **Max Marks**: 100 | **Weightage**: 50% |

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| **CO - Levels** | **CO1** | **CO2** | **CO3** | **CO4** | **CO5** |
| **Marks** | **19** | **22** | **44** | **15** |  |

**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. 3Mx10Q=30M** | | | | |
| **1** | Summarize the benefits of Performance Management for managing the business. | **3 Marks** | **Comprehension** | **CO1** |
| **2** | Explain short history of Performance Management. | **3 Marks** | **Comprehension** | **CO1** |
| **3** | Jones (1995) proposes that the aim should be to manage context not performance’. Identify the major contextual factors affecting performance. | **3 Marks** | **Comprehension** | **CO1** |
| **4** | Distinguish between performance and potential Appraisal. | **3 Marks** | **Comprehension** | **CO2** |
| **5** | As per Edwin B. Flippo “Performance appraisal is a systematic, periodic and impartial rating of an employee’s excellence ……..” Translate the words ‘systematic, periodic and impartial’ in performance management context. | **3 Marks** | **Comprehension** | **CO2** |
| **6** | Discuss the objectives of Performance Evaluation/Appraisal in the organisations. | **3 Marks** | **Comprehension** | **CO2** |
| **7** | Distinguish between ‘Rating scales’ and ‘Forced distribution method’ of performance appraisal. | **3 Marks** | **Comprehension** | **CO2** |
| **8** | ‘A performance management system is a set of interrelated activities and processes’. Interpret this statement in your words. | **3 Marks** | **Application** | **CO3** |
| **9** | Illustrate the term ‘cascading of objectives’. | **3 Marks** | **Application** | **CO3** |
| **10** | Illustrate the benefits of Web-enabled performance management system. | **3 Marks** | **Application** | **CO3** |

**Part B**

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| **Answer ALL the Questions. Each question carries 10 marks. 10Mx4Q=40M** | | | | |
| **11** | As per Brumbach, ‘performance means both behaviours and results’. Explain the factors affecting performance developed by Vroom (1964), Blumberg and Pringle (1982), AMO model by Bath brothers, Systems factors by Miller and Rice (1967) and contextual factors by Jones. | **10 Marks** | **Comprehension** | **CO1** |
| **or** | | | | |
| **12** | Explain the objectives and principals of Performance Management System. | **10 Marks** | **Comprehension** | **CO1** |

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| **13** | “The criteria of performance evaluation is the procedure how the performance of employees will be evaluated”. Discuss this statement with the help of examples. | **10 Marks** | **Comprehension** | **CO2** |
| **or** | | | | |
| **14** | You have joined as Asst. Manager –HR in a medium scale manufacturing unit. Select and explain two-two methods performance appraisal for blue color and white color employees each. | **10 Marks** | **Comprehension** | **CO2** |

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| **15** | Interpret the things /tasks that need to be managed in Performance Management System. Support your answer with ‘Best practices’ in performance management given by Ed Lawler. | **10 Marks** | **Application** | **CO3** |
| **or** | | | | |
| **16** | Setting goals or objectives is the most important activity during the performance planning of performance management. Illustrate the benefits and problems for goal setting with examples. | **10 Marks** | **Application** | **CO3** |

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| **17** | An old Army saying: ‘There are no bad soldiers, only bad officers.’ Demonstrate how to deal with under-performers in the corporate organisations. | **10 Marks** | **Application** | **CO3** |
| **or** | | | | |
| **18** | Coaching is a fundamental performance management activity that takes the opportunities presented by the work itself and uses them to develop the knowledge, skills, competencies and therefore the performance of people. Illustrate GROW Model coaching. | **10 Marks** | **Application** | **CO3** |

**Part C**

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| **Answer all the Questions. Each Question carries 15 marks. 15Mx2Q=30M** | | | | |
| **19** | Schiff (2008) put it: ‘A KPI is a metric that matters. You can have many metrics, but an organization needs only a handful of KPIs. Illustrate with examples the role of KPI, KPI Scorecards and Dashboards in explaining the performance of a corporate organization. | **15 Marks** | **Application** | **CO3** |
| **20** | Mr. Sudheer Gupta stared new venture of T-shirt making in 1995 with 50 employees in Ludhiana, Punjab. With his hard work, innovation and maintenance of quality of products the business grow up to 500% in four years was supplying the goods to some good brands in India and abroad. In 2000 the renamed the company NTM Fashion Ltd. Now NTM has 250 employees with 100 crore annual turnover. The CEO Gupta appointed Ms. Surbhi as HR manager along with other managers of the plant. Ms. Surbhi made HR policy and tried to handle HR department professionally. During discussion Mr. Gupta was not very much positive for the formal performance management system, yet Ms. Surbhi convinced him and designed system separately for blue and white collar employees. She done proper cascading of goals and designed MBO for executives and graphic rating for blue collar employees; communicated properly to all, taken feedback, revised and implemented the system.  After one year, it was found that 10 out of 20 executives are performing average to above average. When Mr. Gupta saw the report, he got angry and ordered her to sack all these 10 under performers.  HR manger followed the order, appointed new executives and sacked 50% executives. With this news the morale of all executive declined and that also flow to blue collar employees. Majority of executives used to complain the system and there was decline in quality of products and profits.  Questions:  1. Does Ms. Surbhi followed all steps for the implementation of performance management system? Illustrate the steps and area to be taken care for the implementation of performance management in an organisation. ( 05 marks)  2. Interpret the reasons for the failure of performance management system and especially in NTM Fashion Ltd. ( 05 marks)  3. If you have to handle this performance management system, demonstrate how you would have handled the under performers? ( 05 marks) | **15 Marks** | **Application** | **CO4** |