



Even Semester End Term Examination, May / June 2026

Date: 26/05/2026

Time: 01.00 PM - 04.00 PM

Course Code: MBA3067

Course Name: Performance Management

Semester: Fourth Semester

Max. Marks: 100

Weightage: 50%

CO - Levels	CO1	CO2	CO3	CO4
Marks	32	32	38	38

Part A: Answer Following Questions. 30 M

Qn.No	Questions	M	CO	BT
1	Using the steps of the performance management process predict performance gaps in a project team.	3	CO1	BT3
2	Apply performance management principles to improve team outcomes in a service organisation.	3	CO1	BT3
3	Illustrate how clarity of role impacts employee performance in a workplace setting.	3	CO1	BT3
4	Illustrate how performance management practices can be implemented at both individual and organizational levels.	3	CO1	BT3
5	Demonstrate how feedback can be structured to improve employee motivation and performance.	3	CO2	BT3
6	Apply suitable strategies to manage multiple aspects of performance in an organization.	3	CO2	BT3
7	Use performance metrics to measure the effectiveness of an HR department.	3	CO2	BT3
8	Use the Critical Incident Technique to document and measure employee performance in a service organization.	3	CO2	BT3
9	Apply appropriate feedback techniques to address performance gaps of an employee in a given workplace scenario.	3	CO3	BT3
10	Based on SMART goal-setting principles analyze measurable goals for an employee working in an HR department.	3	CO4	BT4

Part B: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
11	A mid-sized retail organization has been experiencing declining sales, inconsistent employee performance, and a lack of clarity in roles. The management has decided to implement a structured performance management system to improve employee productivity and align individual goals with organizational objectives. Illustrate the complete performance management cycle by applying it to this organisation.	10	CO1	BT3
12	A service organization has been facing issues such as inconsistent service quality, delayed task completion, and low employee engagement due to reliance on annual performance appraisals. The management now plans to adopt continuous monitoring and regular feedback mechanisms to improve performance and responsiveness. Demonstrate how performance can be effectively managed using continuous monitoring and feedback systems in this context.	10	CO1	BT3

Part C: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
13	A mid-sized manufacturing organization has been experiencing declining productivity, customer complaints, and lack of coordination across departments. The management has decided to adopt structured performance measurement tools to gain better insights and improve overall efficiency. Use KPIs, Balanced Scorecard, and dashboards to measure and improve organizational performance in this context.	10	CO2	BT3
14	A growing IT services company has been facing issues where employees meet their individual targets, but overall organizational goals, such as client satisfaction and project profitability, are not achieved. The management realizes the need to better align individual performance with organizational objectives using structured performance management tools. Illustrate how individual and organizational performance can be aligned using performance management tools in this context.	10	CO2	BT3

Part D: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
15	A rapidly growing e-commerce company is experiencing inconsistent employee performance, lack of clear goals, and weak linkage between performance and rewards. The management intends to implement a structured performance management framework to improve accountability and align employee efforts with business objectives. Apply a suitable performance management model to structure a performance framework for this organization.	10	CO3	BT3

16	A large financial services organization has received employee complaints about biased and inconsistent performance appraisals, with over-reliance on manager ratings. To improve fairness, transparency, and accuracy, the organization plans to adopt multiple performance assessment methods. Illustrate multiple performance assessment methods to ensure fairness and accuracy in employee evaluation in this context.	10	CO3	BT3
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Part E: Answer Any 1 Following Questions. 10 M

Qn.No	Questions	M	CO	BT
17	A diversified company operates in multiple sectors, including a fast-paced startup division, a traditional manufacturing unit, and a service-oriented consulting arm. The management realizes that a single standardized performance management system is not effective across all units and plans to design systems tailored to each context. Analyze how performance management systems can be crafted to suit different organizational contexts in this scenario.	10	CO4	BT4
18	A large healthcare organization has a well-documented performance management policy that emphasizes continuous feedback, objective evaluation, and employee development. However, in practice, appraisals are conducted only annually, feedback is vague, and promotions are often perceived as biased. This has led to employee dissatisfaction and reduced motivation. Analyze the gap between performance management policy and practice and suggest corrective measures using examples in this context.	10	CO4	BT4

Part F: Answer Following Questions. 30 M

Qn.No	Questions	M	CO	BT
19	Case Study : MBO in a Fast-Changing Startup Context: A tech startup, NovaTech Solutions, implemented Management by Objectives (MBO) to align employee goals with organizational growth targets. Despite initial enthusiasm, challenges emerged: The objectives were set at the beginning of the year, but became irrelevant due to rapid market changes. Employees focused only on assigned goals, ignoring emerging priorities. Managers conducted reviews inconsistently. There was limited clarity on how individual objectives contributed to the overall strategy. This led to confusion, reduced agility, and misalignment across teams. Questions: 1. Apply the principles of MBO to redesign a more flexible and adaptive goal-setting system. (5) 2. Determine the limitations of traditional MBO in dynamic business environments. (5) 3. Illustrate an integrated approach combining MBO with other	15	CO3	BT3

	performance tools to improve alignment and responsiveness. (5)			
20	Case study: Goal Setting and Feedback Breakdown BrightSales Ltd., a sales-driven organization, introduced SMART goals and OKRs to enhance performance management. Despite good intentions, the goals were either too vague or unrealistically ambitious. Employees were unclear about how OKRs differ from SMART goals. Feedback was irregular and often given only during performance reviews. Managers lacked training in providing constructive feedback. Consequently, employees felt confused, stressed, and disengaged. Questions: 1. Apply SMART goal principles to redesign effective and realistic goals for employees. (5) 2. Analyze the challenges in implementing OKRs alongside SMART goals in this organization. (5) 3. Prepare a structured, continuous feedback system to improve performance and engagement. (5)	15	CO4	BT4