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**PRESIDENCY UNIVERSITY
BENGALURU**

**SCHOOL OF MANAGEMENT
MID TERM EXAMINATION - NOV 2023**

Semester : Semester V - 2021

Course Code : BBA3019

Course Name : Sem V - BBA3019 - Performance Management

Program : BBA

Date : 6-NOV-2023

Time : 11:30AM - 1:00PM

Max Marks : 50

Weightage : 25%

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.
- (iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ALL THE QUESTIONS

(5 X 2 = 10M)

1. Outline the characteristics of performance management .
(CO1) [Knowledge]
2. List the key challenges to performance management system.
(CO1) [Knowledge]
3. Define Halo error and Horn error with examples in performance appraisal system.
(CO1) [Knowledge]
4. Performance management and performance appraisal are distinct terms. Identify any two process of Performance appraisal system.
(CO1) [Knowledge]
5. Define Performance and Identify the four elements in Performance management cycle.
(CO2) [Knowledge]

PART B

ANSWER ALL THE QUESTIONS

(2 X 10 = 20M)

6. "Errors in performance appraisal system is a common factor that is identified". Illustrate the five important factors that creating high performance working environment and types of errors under the appraisal system with vivid examples.
(CO1) [Application]

7. Sustained business success requires a high-performance organization. Illustrate in detail any two factors for creating a high-performance operating environment for an organization.

(CO2) [Application]

PART C

ANSWER THE FOLLOWING QUESTION

(1 X 20 = 20M)

8. Tata Iron and Steel Company (TISCO), a flagship company of India involved in manufacturing of cost-effective steel can be appreciated for their initiatives in the implementation of an effective performance management framework and innovative HR practices. TISCO initiated a management restructuring programme for transforming into a high performing and a growing organization. In the HR front, the management focused on providing exciting career opportunities and building a team of high performing professionals for which they hired McKinsey and Co. The consultants firstly started with building a lean and a flat strategic business unit with enriched jobs, increased accountabilities and autonomy. A Performance Ethic Programme (PEP) was also introduced for promoting young and dynamic professionals and this was a replacement of seniority-based promotions. A new Performance Management System (PMS) was introduced for aligning the KRA's with the business strategies and identifying superior performers in the organization by defining clear career paths and accountabilities. The rewards and recognitions were linked with the PMS. The new measures in the direction of performance management boosted the employee's motivation and performance. The job satisfaction also improved due to the introduction of a fair and transparent reward system.
- A) Illustrate the philosophy behind the performance management in TISCO.
B) TISCO initiated a management restructuring programme. Illustrate the reason behind restructuring programme.

(CO1) [Application]