

**Code No: MB163C/R16**

**MBA III Semester Supple Examinations, March-2021**

**PERFORMANCE MANAGEMENT**

**Time: 3 Hours**

**Max. Marks: 60**

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*Answer Any FIVE Questions  
All Questions Carry Equal Marks  
Question No. 8 is Compulsory*

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| 1. a | What is process of performance management?                        | 6M |
| b    | How does performance management encourage employee development?   | 6M |
| 2. a | What are the objectives of performance planning?                  | 4M |
| b    | What is strategic planning in performance management?             | 8M |
| 3. a | What is competency based performance management system?           | 6M |
| b    | What is electronic performance management system?                 | 6M |
| 4. a | What is performance management monitoring?                        | 6M |
| b    | What are the key principles of monitoring and evaluation?         | 6M |
| 5. a | What are the different types of performance appraisals?           | 6M |
| b    | What are the challenges of leading high performance teams?        | 6M |
| 6. a | What is the best performance appraisal system?                    | 4M |
| b    | Why is team performance management important in the organization? | 8M |
| 7. a | What are examples of organizations that use teamwork?             | 6M |
| b    | What is competency based performance management system?           | 6M |

Venu is working as Senior Executive in Finance Department. He had dreams of breaking big into the world of literature, but unfortunately his accounting skills and Graduation in accountancy attracted more jobs than his language skills (B.com was his father's choice of study for him. Not his choice. Obviously his choice was to pursue English literature. Like wrong placements in HRM, wrong placements in education also happen). One day in a 'Reach programme' (an internal meeting, designed and headed by the CEO of the company to meet all the employees till middle management level to discuss on the problems and policies) Venu initiated an idea of bringing out a news letter for the organization. CEO was immensely happy with the initiative and immediately sanctioned Venu the facilities to do so. As it was the first of its kind in the organization, Venu found it time consuming and tough going with the regular work he has to do. His peers were not that helpful as they belong to Finance Department, people of numbers and not words. Somehow, he worked day and night and brought out draft with a layout he designed. CEO called for a meeting to decide on release of the news letter. An issue raised on "who should be named as editor?" "Venu?" Finance Manager, who was irritated with the delayed pending works of Venu because of his new assignment, argued that a senior level executive cannot be the editor of a new letter with authenticated news of the organization as it may reduce the importance of the newsletter. CEO accepted this and hence, general manager's name was decided as editor. As the meeting continued, slowly the role of Venu was totally forgotten and general manger took the responsibility and credit, as he is now in-charge of the letter. As the last level subordinate among the members in the meeting, Venu doesn't even have a chance to say a single word. At the end of the meeting, CEO was planning to thank Venu for this effort, but unfortunately an urgent phone call from his supplier abroad made him close the meeting and forget the small 'thanks', due for Venu .Venu came out of the conference hall exhausted, disappointed and so many other feelings he didn't want to identify. He has not consciously expected anything in return, as he has purely took this effort to satiate his literature thirst, but still he felt hollow inside. Finance manager added fuel to his fire by commenting "ok, as now it's over, finish all the pending work of yours by tomorrow". Venu decided that, he will not take up any voluntary assignments in future or voice out any innovative ideas in meetings, till he is with this organization.

**Questions:**

- i. What is your opinion on Venu decision?
- ii. Does Venu is eligible for appreciation or reward?
- iii. What is wrong with the organization's performance management principles?

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