

Code No: MB163C/R16

**MBA III Semester Regular Examinations, Nov-2017**  
**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 | Explain the historical developments in performance management.                                      | 6M |
|    | b | Define performance management. What are the constituents of performance management system?          | 6M |
| 2. | a | Explain the process of performance management in an organization.                                   | 6M |
|    | b | Explain the need for and significance of performance management system in an organization.          | 6M |
| 3. | a | Explain the barriers to performance planning in organizations.                                      | 6M |
|    | b | What do you mean by competency mapping? Explain the methods of competency mapping in detail.        | 6M |
| 4. | a | Write in detail about the functions and phases of performance management system in an organization. | 6M |
|    | b | Elucidate the concept 'Electronics based performance management system'.                            | 6M |
| 5. | a | Explain in detail the need for and significance of conducting performance review meetings.          | 6M |
|    | b | Explain the process of monitoring in an organization.                                               | 6M |
| 6. | a | Explain the process of performance appraisal. What are the benefits of performance appraisal?       | 6M |
|    | b | Explain the concept of implementing the appraisal system in organizations.                          | 6M |
| 7. | a | What is the role of leadership in bringing change and improvement in organizational performance?    | 6M |
|    | b | What is a team oriented organization. Explain how to build high performance teams in organizations? | 6M |



8 12M

Arora Logistics Ltd is a transportation company headquartered in Bengaluru with around 130 trucks, 5 hubs, 40 regional centres and over 250 employees spread across south and central India. The entire operations including the transportation (loading, unloading, vehicle and driver allotment) and fleet maintenance activities are controlled by a team of 15 core managers supervised by senior HR and Operations managers from the headquarters at Bengaluru. The 15 member strong core team has a bi-annual performance appraisal system. In this system, the performance of the core managers are evaluated and rated and the manager with the top rating is given incentives or other perks for a period of 6 months, after which the ratings are reevaluated. The rating criteria are kept confidentially and are done by the senior managers. The practice has been highly successful so far with managers having a healthy competition to secure the incentives.

Devyani and Sumeet are part of the core management team. Devyani has been the part of company for a year and has been having an impeccable record since beginning of the year with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the performance appraisal ratings, which she lost by meagre margins in previous year. Sumeet on the other hand, is a newly recruited, 'not-so-perfect' employee with multiple late entries, some flaws in handling routine affairs. His position in performance ratings has been behind that of Devyani. However Sumeet handled some crisis situations meticulously and saved the company from almost sure negative fates. This improved the ratings manifold.

When the performance appraisal ratings were announced, Sumeet bagged the top position and got incentives and perks for the next 6 months. This did not go well with Devyani. Devyani immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

- a Assuming the position of Senior HR manager, supervising the core management team, how would you handle the situation?
- b What is the major issue in this case? What all changes would you suggest?

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