

MBA III Semester Supplementary Examinations May 2017

**PERFORMANCE MANAGEMENT**

(For students admitted in 2014 & 2015 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

Answer the following: (05 X 10 = 50 Marks)

- 1 You want to change your organization's performance appraisal system into a performance management system. Write a one-page memo to your supervisor describing the advantages of having a well-designed, properly implemented performance management system.  
**OR**
- 2 List the possible dangers of a poorly implemented performance management system.
- 3 Organizations often do a poor job of measuring the effectiveness of their performance management system. Please list and describe five of the indicators (i.e., measures) used to monitor and evaluate the effectiveness of a performance management system. When and how often should such evaluation take place?  
**OR**
- 4 What is the significance of review meeting? Why it is difficult to conduct review meetings in an organization having matrix structure?
- 5 Discuss the constraints that a coach may experience in attempting to observe an employee's performance regarding developmental activities  
**OR**
- 6 Discuss the role and importance of professional organizations with respect to the practice of assessment.
- 7 Management by objectives (MBO) will only be effective if the goals mutually are set by all those involved – Do you agree with this? Discuss your answer with suitable example / illustration.  
**OR**
- 8 Discuss how internal assessment can enhance a firm's strategic capabilities.
- 9 What might prevent organizations from evaluating their staffing systems and what can be done to remove these barriers?  
**OR**
- 10 Change is never easy. Why do employees and organizations resist change? How can an organization reduce the resistance to change?

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

"I've been here for seventeen years and this is a waste of time!" barked Dan Wilson, the supervisor of the shipping department at A-1 industries. "I'm just telling you what I was told", answered Ken Jordan, Dan Wilson's manager.

Several key customers had complained that barcode labels were missing from boxes shipped from A-1. In response to the complaints, company owners now required that all boxes must be placed in designated area of the warehouse and that all boxes must be audited for proper barcode labels, prior to their shipment. The responsibility for this new quality control procedure was passed down to Dan Wilson. "On top of learning this new computer system, how can they think I have the extra time for this?" Dan groaned. "Now I have to revamp my department and then hire and train a new shipment auditor on top of it all!" Ken Jordan shook his head and walked away.

**Questions:**

- (a) Organizational change efforts focus on six areas. Are any of them present in this scenario?
- (b) In this scenario, what stage of the change process is Dan resisting? How might this resistance be reduced?
- (c) Do you get the impression that A-1 is committed to organizational learning, based on this scenario?

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