

Code: 17E00314

MBA III Semester Supplementary Examinations October 2020

PERFORMANCE MANAGEMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 (a) Discuss the need for performance management in organizations.
(b) Explain performance appraisal.

OR

- 2 State the purpose and significance of performance management in detail.

- 3 (a) List out the characteristics of a Mentor.
(b) Explain about the types of group mentoring.

OR

- 4 (a) How will you manage Pitfall in performance review?
(b) Discuss the mentoring process.

- 5 (a) Explain types of counseling.
(b) How does counseling improve employee's mental wellness?

OR

- 6 (a) Explain the steps involved in counseling process.
(b) How will you conduct effective coaching?

- 7 (a) What is stock taking of performance?
(b) Discuss the appraisal system design.

OR

- 8 Explain different performance appraisal methods in detail.

- 9 (a) Explain the importance of learning approach in organization.
(b) Discuss the types of compensation.

OR

- 10 (a) List and discuss the types of Fringe benefits.
(b) Explain about competitive compensation design.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

The time-consuming and ineffective annual performance appraisal was causing dissatisfaction amongst employees and managers. Productivity gaps occurred due to unclear work expectations and irregular feedback provided to employees. Being a rapidly growing organization, Saksoft found that the manual appraisal system wasn't able to meet the changing requirements, when it came to employee appraisals. Managing spreadsheets and numerous emails related to appraisal process became overwhelming for all the stakeholders.

[Tracking employee goal achievements](#), prioritizing important tasks, access to past appraisal data, and absence of constructive ongoing feedback was some challenges which made their appraisal process disorganized and inconsistent.

The company needed a well-structured [performance review process](#) to continue being a fast-growing on-demand technology solution provider.

Question:

Suggest suitable appraisal method and Justify with your answer.

PERFORMANCE MANAGEMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 (a) Explain the purpose and significance of performance management.
(b) Write the importance of performance appraisal.
OR
- 2 (a) Enlist and discuss on modern methods of performance appraisal.
(b) Which method of performance appraisal would you prefer and why?
- 3 (a) List the importance of mentoring.
(b) What are the basic characteristics of a mentor?
OR
- 4 (a) Write the types and benefits of group mentoring.
(b) Discuss common pitfalls of performance review.
- 5 (a) Explain the functions of counseling.
(b) How does coaching influence improvement in employee's performance?
OR
- 6 (a) Discuss the steps in counseling process.
(b) As a HR manager suggest tips for effective coaching.
- 7 (a) Discuss in detail about the various types of performance appraisal system.
(b) Explain in detail about the "Balance Score Card".
OR
- 8 (a) Explain the role of assessment centre in improving performance.
(b) Why do we need appraisal for recognition?
- 9 (a) Explain the various learning approaches.
(b) Write the characteristics of a learning Organization.
OR
- 10 (a) Discuss the factors influencing Fringe benefits.
(b) What are the objectives of compensation management?

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

The client is a high growth mobile application software company, providing creative solutions to a range of national and international clients. The client wanted to drive individual performance cohesively towards shared business objectives in order to further improve company performance.

There wasn't a mechanism in place to review the future demands of the business and to translate that down into meaningful objectives for each employee.

Question: Any support, direction or allocation of activities typically would happen within the open office, discuss your suggestions.

Code: 17E00314

MBA III Semester Supplementary Examinations May 2019

PERFORMANCE MANAGEMENT

(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 Briefly explain the role and concept of performance management in organizational development.
OR
- 2 Critically examine the relation between performance management and human resource management.
- 3 Briefly explain the role and advantages of mentoring.
OR
- 4 Briefly explain the types and pitfalls in monitoring the performance.
- 5 Briefly discuss the effective steps for counseling process.
OR
- 6 Discuss the role and key issues involved in coaching.
- 7 Differentiate between processes of judgment versus process of analysis.
OR
- 8 Briefly discuss the designing and methods involved in appraisal system.
- 9 Briefly explain the significance and characteristics for learning.
OR
- 10 Discuss the objectives and influencing factors for designing the Fringe benefits.

SECTION – B

(Compulsory Question, 01 X 10 = 10 Marks)

11 **Case study:**

In early 2012, Donna Morris, senior vice president of global people resources at Adobe, was feeling frustrated. The company's annual review process, facilitated by her team, wasn't delivering on its goals. If performance reviews were supposed to provide employees with valuable feedback, why did voluntary attrition always spike in the months after review time? If reviews were supposed to help managers mold a more effective team, why were they distracting managers from their most meaningful work for weeks at a time? "As a company, we were continuing to evolve from box software that takes 12 to 18 months to release to cloud-based software, real-time services, and cutting-edge digital marketing". Donna says. "But on the people resources side, a lot of our core processes had stayed the same. We just weren't seeing positive results from the way we had been addressing performance".

Contd. in page 2

In most corporations, managers must divide employees into groups – for example, maybe 15 percent of people can be assigned the highest rating. Those ratings then determine salary increases. Employees are also typically ranked meaning that every interaction with a teammate could be viewed as a competition rather than collaboration. After months of brainstorming and soliciting feedback from employees, Donna and her team landed on a solution – check-ins. Adobe's new check-in culture revolves around clear expectations, frequent feedback – both positive and constructive – and no ratings or rankings. Voluntary attrition has decreased substantially, suggesting that employees who are performing at the top of their game feels valued and employees who have room to improve feel supported and encouraged. Managers can make their own decisions about salary increases and are trained on the most effective ways to make those decisions.

Questions:

- (a) How you value the mentoring and monitoring will help the employees in their performance?
- (b) What kind of training to be provided for employees in attaining the company's objectives and goals?

Code: 17E00314

MBA III Semester Regular Examinations November/December 2018

PERFORMANCE MANAGEMENT

(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 Briefly explain keys to high performance.
OR
- 2 Briefly explain the significance and purpose of performance management.
- 3 Briefly discuss the essential characteristics of a Mentor.
OR
- 4 Discuss the steps involved in group mentoring and its benefits.
- 5 Briefly explain the tips involved in effective coaching.
OR
- 6 Define the counseling and elaborate its functions.
- 7 Briefly discuss the importance and steps involved in balanced score card.
OR
- 8 Briefly examine the role and benefits of 360 degree appraisal system.
- 9 Give an account on concept, approaches and sources for learning.
OR
- 10 Discuss the objectives and types of compensation management.

PART – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case study:**

Candy making is a fun business, and so it's no surprise that it's fun to work at the Jelly Belly Candy Company of Fairfield, California. But at this family-owned company, there's no fooling around when it comes to promoting employee performance and job satisfaction. So when Jelly Belly decided to overhaul and automate its antiquated employee performance and talent management process, it was looking for a serious solution to help give its employees across the United States fair, accurate performance appraisals.

Herman Goelitz Candy was founded in 1869 by Albert and Gustav Goelitz, whose great-grandsons own and run Jelly Belly today. The Jelly Belly Candy Company makes Jelly Belly brand jelly beans in over 50 flavors, as well as candy corn and other treats. Introduced in 1976 and named by former U.S president Ronald Reagan as his favorite candy, the company's jelly beans are exported worldwide.

Contd. in page 2

Like almost every smart company, Jelly Belly recognizes that employees are more likely to stay with their employer when they feel connected and recognized for their efforts. Programs for managing and evaluating employee performance are critical to aligning corporate and employee values and priorities.

Having a variety of jelly bean flavors is great—a variety of employee appraisal processes in a single company is not. The task of updating and consolidating the performance management process fell to Margie Poulos, HR Manager of Jelly Belly's Midwest operations. She and a small team of Jelly Belly HR staff were charged with finding a single automated system that could be used for all of Jelly Belly's 600 employees in three locations.

The driving factor behind Jelly Belly's performance management automation was the belief that thorough, accurate reviews help employees to better understand what's expected of them, so that they can set clear, measurable objectives. That translates into higher employee satisfaction, said Jeff Brown, Jelly Belly's Director of Human Resources. "When employees feel they have gotten a thorough and accurate review, it boosts their morale,".

Questions:

- (a) How automation helps the performance management?
- (b) Is there any necessity of coaching and counseling for employees?
