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Total Number of Pages: 02

MBA
15MNG402C

4th Semester Regular Examination 2016-17

PERFORMANCE MANAGEMENT

BRANCH: MBA

Time: 3 Hours

Max Marks: 100

Q.CODE: Z919

**Q No 1 and 2 are compulsory and any four from the rest
The figures in the right hand margin indicate marks.**

Part – A (Answer all the questions)

Q1

Answer the following questions:

(2 x 10)

- a) Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards?
(A) Performance appraisal (B) performance management
(C) Employee selection (D) Job evaluation
- b) The first step in developing a behaviourally anchored rating scale is to :
A) develop performance dimensions B) generate critical incidents
C) reallocate incidents D) rating dimensions
- c) Which is the simplest and most popular technique for appraising employee performance?
(A) BARS (B) critical incident method (C) rating scales (D) MBO
- d) Who is in the best position to observe and evaluate an employee's performance for the purposes of a performance appraisal?
A) peers B) customers C) top management D) immediate supervisor
- e) The S in the acronym for SMART goals stands for ____ .
A) specific B) straightforward C) strategic D) source
- f) A _____ appraisal method combines the benefits of narratives, critical incidents, and quantified scales with specific behavioral examples of good or poor performance.
A) Graphic rating scale B) BARS C) MBO D) Narrative
- g) An incentive plan may consist of _____
(A) Monetary (B) Nonmonetary
(C) Both 'monetary' and 'nonmonetary' (D) None of the above
- h) Ricky is a conscientious employee, but is viewed by most of the co-workers as unfriendly and the supervisor rates are low on the traits "gets along well with others" and "quality of work." Which of the following problems has most likely affected Ricky's performance appraisal?
A) central tendency B) leniency C) stereotyping D) halo effect

- i) Uses of performance appraisals such as coaching and career planning, identifying strengths and areas for growth are classified as (A) systematic uses (B) subjective uses (C) development uses (D) administrative uses
- j) Benefits of a good PM system can include:
 - A) An effective HR Department
 - B) Reduced labour costs
 - C) Improved communication
 - D) Focused development

Q2 Answer the following questions: (2 x 10)

- a) Define performance management and describe the importance of performance management .
- b) Is performance appraisal the same as performance management? Justify your answer.
- c) Identify the various performance criteria(standards) that can be established.
- d) According to you who may be responsible for performance appraisal.
- e) How does performance appraisal differ from potential appraisal .
- f) As it is said that “ Time is precious than money”. How does it affect appraisal system.
- g) Do you believe that there exists any difference between Competence and Competency ? If yes, then what.
- h) Why does current thinking indicates that the appraisal for training should be conducted separately from appraisal for promotion .
- i) Explain the concept of “tell and sell” and “tell and listen” appraisal discussions .
- j) Define Performance related pay. Is it a guaranteed motivator ?

Q3 What do you know by performance appraisal process. Explain the steps involved in it . Elucidate when to appraise and what to appraise. **(15)**

Q4 Performance appraisal is carried out very carefully. But still it is distorted due to some errors.. Discuss them. **(15)**

Q5 “Management by objectives” is result oriented approach to carry out the task in most effective and efficient way to get competitive edge over other rivals. Discuss. Explain the steps involved in the process in brief. **(15)**

Q6 Define 360 degree appraisal method and why it is called 360 degrees only. Explain the concept of self appraisal. Critically evaluate the role of assessment centre as an appraisal method . **(15)**

Q7 Dependence of reward and compensation management on Performance management has lead to a number of questions and debates. What in your opinion could be alternative to this. How do you see the future of performance management in the present organizational scenario. **(15)**

Q8 Write short notes on : (any two) (7.5 X2)

- (a) Balance score card
- (b) EFQM model
- (c) Forced distribution method