Birla Institute of Management LIBRARY M.P.

Q.P. Code : 61331

Third Semester M.B.A. (Day) Degree Examination,
February/March 2020

(CBCS Scheme — 2014-15 onwards)

Management

Paper 3.5.3 — PERFORMANCE MANAGEMENT SYSTEM

Time : 3 Hours] *[Max. Marks : 70*

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : **(5 × 5 = 25)**

1. What are the objectives of performance management?

2. What are high performance teams? Briefly explain the role of team leader in managing virtual team performance.

3. Explain the emerging trends in performance appraisal.

4. Explain the performance management guidelines for managers.

5. How are performance gaps identified? How does feedback mechanisms enhance performance?

6. What are the legal issues associated with performance appraisal?

7. What is potential appraisal? How is it different from performance appraisal?

SECTION – B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. Explain the performance management prism with an example.

9. Discuss performance management approaches based on team type.

10. Discuss some of the creative performance strategies in organizations. Analyse how performance management tactics can enhance creative performance.

11. Explain with an example six sigma approach to performance management.

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SECTION – C

12. Case Study **Compulsory** : **(1 × 15 = 15)**

Linda works in a large Canadian retail store. Linda was transferred from another function into an important HR role. It was not long before complaints were coming in, which set the stage for an unpleasant mid-year performance review. "What is your future plan?" asked her boss, trying to build some perspective on the situation rather than jumping into a series of criticisms. The employee had no answers. 'Tell me what you would like to achieve in this job?" her boss persisted. After avoiding a direct answer she eventually blurted out, "Why are you asking me this? I love this job." Then she burst into tears. Her boss knew there was a problem but could not put his finger on why she was doing so poorly. Neither did he have the time to devote to a lot of coaching. He knew she was motivated and had a good track record in her previous job. Despite the complaints from her internal clients he wanted to give her a chance. The woman was smart and dedicated, but had no relevant experience and no idea how to do the job. It was a serious but fixable problem.

Questions :

(a) If you were Linda's Manager, how would you help Linda solve her performance problem?

(b) Design a performance rating form for HR executive role such as Linda's including list of duties, competencies and performance standards. Justify the method you have used for the rating form.
