62228

Reg. No. | | | | | | | | |

III Semester M.B.A. (Day) Degree Examination, June/July - 2023

MANAGEMENT

Performance Management and Competency Mapping

(CBCS Scheme 2019 Onwards)

Paper : 3.4.1

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions from the following each question carries 5 marks. **(5×5=25)**

1. What are the objectives and functions of PMS.
2. Explain the pros and cons of performance appraisal in detail.
3. Describe the role of team leaders in a working environment.
4. Write a brief note on creative performance strategies.
5. Explain the History and evolution of competency.
6. What is the process to linking HR processes to organizational strategy?
7. Explain Re-contracting in detail.

SECTION - B

Answer any Three questions from the following each question carries 10 marks. **(3×10=30)**

1. Explain the Emerging trends in performance appraisal.
2. What is the Process of Performance Evaluation ?
3. Explain Six sigma and bench marking concepts in detail
4. Discuss about the competency based performance management system (PMS).

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SECTION - C

PM and CM CASE STUDY : (1×15=15)

Senthil is working as Senior Executive in Finance Department. He had dreams of breaking big into the world of literature, but unfortunately his accounting skills and Graduation in accountancy attracted more jobs than his language skills (B.Com was his father's choice of study for him. Not his choice. Obviously, his choice was to pursue English. Like wrong placements in HRM, wrong placements in education also happens)

One day in a 'Reach programme' (an internal meeting, designed and headed by the CEO of the company to meet all the employees till middle management level to discuss on the problems and policies). Senthil initiated an idea of bringing out a newsletter for the organization. CEO was immensely happy with the initiative and immediately sanctioned Senthil the facilities to do so. As it was the first of its kind in the organization, Senthil found it and tough going with the regular work he has to do. His peers were not that helpful as they belong to Finance Department, people of numbers and not words.

Somehow, he worked day and night and brought out draft with a layout he designed. CEO called for a meeting to decide on release of the newsletter. An issue raised on "who should be named as editor?". "Senthil?"

Finance Manager , who was irritated with the delayed pending works of Senthil because of his new assignment argued that a senior level executive cannot be the editor of a new letter with authenticated news of the organization as it may reduce the importance of the newsletter. CEO accepted this and hence, general manager`s name was decided as editor.

As the meeting continued, slowly the role of Senthil was totally forgotten and general manager took the responsibility and credit, as he is now in-charge of the letter. As the last level subordinate among the members in the meeting, Senthil doesn't even had a chance to say a single word.

At the end of the meeting, CEO was planning to thank Senthil for this effort, but unfortunately an urgent phone call from his supplier abroad made him close the meeting and forget the small 'thanks', due for Senthil.

Senthil came out of the conference hall exhausted, disappointed and so many other feelings he didn't want to identify. He has not consciously expected anything in return, as he has purely taken this effort to satiate his literature thirst, but still he felt hollow inside.

Finance manager added fuel to his fire by commenting "ok, as now it's over, finish all the pending work of yours by tomorrow".

Senthil decided that, he will not take up any voluntary assignments in future or voice out any innovative ideas in meetings, till he is with this organization.

Questions:

1. What is your opinion on Senthil's decision ?
2. What is wrong with the organization's performance management system ?
3. Does Senthil is eligible for appreciation or reward for his newsletter idea ?
4. Suggest Guidelines to improvise Senthil's performance as Senior Executive in Finance Department.
