

Total No. of Printed Pages : 3

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MBAS 561

Sl.No. : **0125**

IV Semester M.B.A. Degree Examination, May 2018

BUSINESS ADMINISTRATION

Performance Management

Time : 3 Hours

Max. Marks : 70

SECTION - A

(Compulsory)

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College of Business Management, Mangalore
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Note : This question carries 15 marks. Answer to the question should not exceed Six pages. $(1 \times 15 = 15)$

Q1) "Performance management is the key to success". Against the backdrop of the statement, describe the concept and perspective of performance management.

SECTION - B

Note : Answer any five of the following questions. Each question carries eight marks. Answer to the question should not exceed five pages. $(5 \times 8 = 40)$

Q2) What is performance planning? Explain the objectives and principles of performance planning.

Q3) What is Task Analysis? How is it linked to performance management?

Q4) What do you mean by competency mapping? Briefly explain competency mapping process.

Q5) Discuss briefly the process of performance monitoring.

Q6) Describe the role of change agent in organisational effectiveness.

- Q7)** 'Successful teams can be a source of satisfaction at work'. Elucidate.
- Q8)** Discuss the concept of potential appraisal along with its merits and demerits.
- Q9)** Elaborate the link between performance management and pay of employees.

SECTION-C

(Compulsory)

Note : This question carries 15 marks. Answer to the question should not exceed Six pages. **(1 × 15 = 15)**

Q10) The employees of SVN Pharmaceuticals are worried a lot with the news that the 12M company is going to be merged with ABC Pharma. All of them are worried about what would happen to their jobs and other benefits as a result of the proposed merger. There are all kinds of rumours regarding layoffs and reduction in pay and benefits. ABC Pharma is a leading firm with operations spread across Asia and Europe. SVN Pharmaceuticals had a strong hold in marketing and distribution in India, and so, it is considered to be a merger of equals. Amid all the confusion, the CEO of SVN pharmaceuticals addressed the employees about the reason for the decision, and advantages to the firm if the merger is completed. He felt, as a result of the merger, the firm would be able to explore various areas of research and development. But the employees have only one question in their mind, what would be the impact of this merger on their jobs and their pay packages. To their relief CEO made it clear that a benefits team would be formed and that would be from the representatives of both the companies. He requested the employees to be patient as it would take sometime to clearly decide and bring in an effective benefit plan. As per the CEOs statement a benefits team was formed.

The team was headed by the VP-HR of the merged company. He stated that since it is a merger of equals, they had to develop something that would be the best for the new company, even if it is time - consuming. The team felt that the best way to go about it is to merge the best of both the company's benefit plans or create a new benefit program that would reflect the culture of the new company is trying to nurture. The head also stated that their aim is not just to design a new benefit plan, but also to make sure that all the employees are knowledgeable and comfortable

MBAS 561

about the changes in its benefit program. Before concluding the meeting, the VP - HR made it clear to the team that the people are of paramount importance to them and if the benefits program may not help in retain them, then the merger would serve no purpose.

Questions:

- a) The benefits team has to devise a benefit program that would satisfy the employees of both the firms. Can you suggest some steps for the benefit team to function it effectively?
- b) Why they are taking more time to create a new benefit plan? What should be the action plan of the HR team?

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