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MBAS 561

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Performance Management

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

(Compulsory)

*Sri Dharmasthala Manjunatheshwara
College of Business Management, Mangalore
Post Graduate Centre for Management
Studies and Research Library*

Answer to this question should not exceed **6** pages. **(1 × 15 = 15)**

1. Explain the process of Building and Leading High Performance Teams.

SECTION – B

Answer **any five** questions. Answer to each question should not exceed **5** pages. **(5 × 8 = 40)**

2. Discuss the concerns and scope of performance management.
3. How are performance standards defined and capability requirements identified?
4. Discuss the MBO process of setting mutual expectations and performance criteria.
5. Explain the ways of measuring performance.
6. What are the merits and constraints 360 degree feedback?
7. Give a brief account of Behavioural Anchored Rating Scales (BARS) as a method of performance appraisal.
8. Draw the similarities and differences in the concepts of performance appraisal and potential appraisal.
9. Explain the process of operationalizing change through performance management.

**SECTION - C**

(Compulsory)

Answer to the question should not exceed **6** pages.**(1 × 15 = 15)**

10. Mallory Murray had not had much experience working as part of a team. What little exposure she had to teams was in her organizational behavior, marketing research, and strategy formulation courses. When she interviewed with ThinkLink she did not give much thought to the extensive use of cross-functional teams. She did tell them she worked well with people and thought that she could be an effective team player.

Mallory joined ThinkLink as an assistant marketing manager for software programs designed to help students learn algebra and geometry. Mallory's boss is Lin Chen (marketing manager). Other members of the team she is currently working with include Todd Schlotsky (senior programmer), Laura Willow (advertising), Sean Traynor (vice president for strategic marketing), Joyce Rothman (co-founder to ThinkLink, who now works only part-time in the company; formerly a high-school math teacher; the formal leader of this project), and Harlow Gray (educational consultant).

After her first week on the job, Mallory was seriously thinking about quitting. Every decision seems to be a power contest. What makes her job particularly difficult is that she does not have any specific job responsibilities. Mallory's project team has a deadline only six weeks away, and they are at least two weeks behind schedule. Everyone is aware that there's a problem but no one seems to be able to solve it. Neither Lin Chen nor Joyce Rothman is showing any leadership.

Questions :

- (a) Discuss cross-functional teams in terms of their propensity to create conflict.
- (b) How do team interventions help in reducing conflict?
- (c) If you were Mallory, what OD interventions would you apply to lessen the conflict on the core project? Elaborate.