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MBAS 561

IV Semester M.B.A. Degree Examination, September 2020

BUSINESS ADMINISTRATION

Performance Management

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

Answer to the question should **not** exceed **six** pages.

(1×15=15)

1. "Managing performance of employees is easier said than done". Justify the statement by considering the organisational scenarios that has changed in 2020 as an after effect of COVID-19 outbreak. Discuss the challenges in realising performance management in reality.

SECTION – B

Answer **any five** questions. **Each** question carries **eight** marks. Answer to the question should **not** exceed **four** pages.

(5×8=40)

2. Explain the significance of performance management in detail.
3. 'Reward is a psychological phenomenon'. Substantiate this statement.
4. Describe the importance of cultural based performance management.
5. Discuss the role of mentoring and monitoring in career development.
6. Explain the role of leadership in bringing changes for the effectiveness of organisation.
7. Discuss the importance of performance management planning. How is it linked to strategic planning ?
8. What is 360 degree appraisal ? Explain its advantages and disadvantages.
9. Bring out in detail the difference between performance appraisal and performance management.

P.T.O.



SECTION – C
(Compulsory)

Answer to the question should **not** exceed **seven** pages.

(1×15=15)

10. Hotel Asia International, a five star hotel located in a metro city of India has a turnover of little over 100 crores with four hundred rooms, five restaurants, six conference halls, golf club and other paraphernalia. The hotel is owned by a Rajastani Marwari business family. Currently, occupancy rate of the hotel is above 75 percent, which is remarkable for any hotel. Financials of the hotel are sound with last financial year profit after tax standing at eighteen crores rupees. The hotel is known for its progressive human resource policies. Organisational culture is characterised by openness, commitment, risk taking, respect for individual and encourages employees to optimize their potential. Top management of the hotel takes keen interest in welfare, career growth and well being of employees. As result, employee turnover of the hotel is far below than of average turnover of hotel industry. Organisational culture across all departments in the hotel is uniform and employees take pride in working in such an environment. Management of hotel has decided to capitalize on this rich organisational culture in institutionalisation of performance of employees as a way of life.

- a) Discuss in your view what should the management of this hotel do to achieve this target of perform management institutionalisation.
- b) How can a salutary organisation culture existing in the organisation be of help in this process ?