

Reg. No.

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

**MBAS 561**



**IV Semester M.B.A. Degree Examination, July/August 2023**  
**(Regular and Repeater)**  
**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 the question should **not** exceed **6** pages.

**(1×15=15)**

1. Explain the rules of Thumb for change agents. Describe the effective performance skills.

**SECTION – B**

Answer **any five** questions. **Each** question carries **8** marks. Answer to **each** question should **not** exceed **5** pages.

**(5×8=40)**

2. Explain Performance Planning. Elucidate the phases of implementing Performance Management in an organization.
3. Describe the components of managers performance and development plan.
4. Explain in detail Automation of Performance Management Process and benefits of Automated Performance Management System.
5. Describe Monitoring and Mentoring. Elucidate the objectives of Monitoring Performance.
6. Define "Competency". Which are the general types of Competencies expected in the present situation ? Explain.

P.T.O.



7. Explain the roles of HR in Performance Appraisal.
8. What do you mean by "High Performing Teams" ? Explain the methods to build and lead high performing teams in an organization.

SECTION – C

(Compulsory)

Answer to the questions should **not** exceed **6** pages.

(1×15=15)

9. Ambuja Cements is a 25-year-old company that has been following the traditional methods of performance appraisal. But with the changing business environment, the CEO, felt that the company should change its performance appraisal system. The Company's employee strength was 5000 plus and implementing an appraisal system that catered to employees across different areas was not a simple task. The company held its monthly review meetings at which all the departmental heads discuss their current problems and future strategies. These meetings provided a forum for the managers in various departments to interact.

During one such meeting, the CEO emphasized the importance of changing the appraisal system to sustain in a highly competitive industry; it needed to appraise its employees effectively so that they would put in their best efforts. He felt that HR department must change its functioning to more strategic functions like resource planning, organization planning etc. apart from the traditional functions like recruitment, selection etc. The new initiative was proposed in a meeting. For the effective implementation of these initiatives HR manager suggested that ;

- The company needs to change the base of its variable pay incentives.
- The processes in their operations had to be standardized and so the HR department had to play a vital role in training incentive plan, etc., The HR goals had to be in congruence with organizational goals so that performance management could be effectively designed.



- The management had to be flattened and a culture of empowerment brought in so that it could change the corporate culture.
- The employees had to be made more competitive and individual goals aligned with organizational goals.
- The HR department had to play an important role in reengineering the firm, as it had to create the base for all the staff and development activities.
- The promotion system had to emphasize on internal hiring so that employees would get the opportunity to apply for the job of their choice. This would also encourage the employees to make themselves marketable and overcome their shortcomings so as to qualify for particular vacant positions.

The CEO asked all the departmental heads to go through the above recommendations and suggest any changes.

**Questions :**

- a) As a HR manager, suggest the suitable Performance Appraisal system to adopt in the organization and mention the relevance of linking Performance with Organizational Growth.
- b) What are the essential steps to be taken by management, to convince the employees to implement Performance Management System ?