

Code: BA3T7H

II MBA-I Semester-Regular Examinations FEBRUARY 2014

PERFORMANCE MANAGEMENT

Duration: 3hours

Max. Marks: 70

SECTION-A

1. Answer any FIVE of the following: 5 x 2 = 10 M

- a) Dimensions of Performance Management
- b) Performance Audit
- c) Goal setting theory
- d) Competency mapping
- e) Briefly explain BARS
- f) What is organizational effectiveness
- g) Characteristics of performance management
- h) High performing teams?

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) Explain the concept of Performance Management and its prerequisites.

OR

b) “Performance appraisal Vs Performance management”
Discuss.

3. a) Enlist the barriers to performance planning. How do you overcome these barriers?

OR

b) Write short notes on the following

i) Competency base PMS

ii) Reward base PMS

4. a) What are the traditional and modern techniques of performance appraisal? Briefly discuss the recent trends in PA.

OR

b) What is the role of Coaching, Counseling and Mentoring in performance management?

5. a) Illustrate the difficulties involved in performance appraisal process?

OR

b) How a good appraisal system helps for better HR decisions towards the organizational effectiveness?

6. a) How to build high performance teams? What are prerequisites for this process?

OR

b) "The role of leadership is key in developing high performing teams" Discuss.

SECTION – C

7. Case Study

1 x 10 = 10 M

Raju Labs is a Hyderabad-based pharmaceutical company ranked as the second most valuable pharma company in India, based on the market capitalization. The company's portfolio mainly includes

both bulk drug manufacturing as well as formulation business. The company though presently performing very well, is expecting an intensive competition in both bulk drugs and formulations. This is due to the impending enforcement of intellectual property rights. This enforcement of new law implies that an organization must enhance its research and development capability to create new formulations and customize them. Raju labs have grown with the strength of manufacturing capability and are based on simple commercial principles that encouraged individualized working. Chief executive and her family members wield unlimited influence in decision-making. The company engaged a management consultant to suggest ways to develop research capabilities. Recommendation of the consultant is teamwork shall be promoted as the basic strategy to improve research capabilities apart from enhancing performance of the organization. Present working conditions of the company are individualistic, such as individual compensation, career and working.

Now, imagine you are appointed as a performance management manager with the task of nurturing team-based performance management to build research and development capabilities. Discuss how you progress on the issue in the backdrop of above mentioned case study.