

Code: BA3T7H

**II MBA-I Semester-Regular Examinations JANUARY 2016**

**PERFORMANCE MANAGEMENT**

Duration: 3 hours

Max. Marks: 70

**SECTION-A**

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

- a) Scope of Performance Appraisal
- b) Need for Performance Appraisal
- c) Coaching
- d) Purpose of Appraising
- e) Team Building
- f) MBO
- g) Career Development
- h) Balance Score Card.

**SECTION – B**

**Answer the following: 5 x 10 = 50 M**

2. a) Distinguish performance appraisal and performance management in detail.

**(OR)**

b) What is meant by performance audit? Explain the performance audit in detail.

3. a) Explain reward based performance management system in detail.

**(OR)**

b) Explain importance and methods of performance management planning in detail.

4. a) Briefly explain traditional and modern techniques of the performance management.

**(OR)**

b) What do you mean by performance monitoring? Explain the objectives and principles of monitoring.

5. a) Discuss in detail about Appraisals and HR decisions in detail.

**(OR)**

b) What is meant by organizational effectiveness? Explain in detail.

6. a) Discuss developing and leading of high performing teams.

**(OR)**

b) Define Leadership. Explain role of leadership in performance management.

## SECTION – C

### 7. Case Study

1 x 10 = 10 M

Dinesh, a machine operator, worked as a mechanist for Ganesh, the supervisor. Ganesh told Dinesh to pick up some trash that had fallen from Dinesh's work area, and Dinesh replied, "I won't do the janitor's work".

Ganesh replied, "When you drop it, you pick it up". Dinesh became angry and abusive, calling Ganesh a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Dinesh's comments.

Ganesh had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a weekly departmental meeting and to each employee individually at least once. He stated that he was following the instructions of the general manager. The only objection came from Dinesh.

Dinesh has been with the company for five years, and in this department for six months. Ganesh had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick temper.

This outburst by Dinesh hurt Ganesh badly. Ganesh told Dinesh to come to the office and suspended him for one day for insubordination and abusive language to a supervisor. The decision was within company policy, and similar behaviors had been punished in other departments.

After Dinesh left Ganesh's office, Ganesh phoned the HR manager, reported what he had done, and said that he was sending a copy of the suspension order for Dinesh's file.

**Case Questions:**

1. How would you rate Dinesh's behavior? What method of appraisal would you use? Why?
2. Do you assess any training needs of employees? If yes, what inputs should be embodied in the training programme?