

Code: 17BA3T6HA

**II MBA - I Semester – Regular/Supplementary Examinations
FEBRUARY 2022**

PERFORMANCE MANAGEMENT

Duration: 3 hours

Max. Marks: 60

SECTION – A

1. Answer the following

5 x 2 = 10 M

- a) Linkage of PM to other HR processes
- b) Barriers to performance planning
- c) HR Challenges
- d) Role efficiency
- e) High Performing Teams

SECTION – B

Answer the following:

5 x 8 = 40 M

2. a) Definition Performance Management & its scope. Elaborate the historical developments in performance management.

(OR)

- b) Demonstrate importance of Performance Management.
Explain in detail the process of Performance Management.

3. a) Enumerate Planning Individual Performance with IT industry example and tentative HR Strategic Planning Linkages to Organizational strategic planning.

(OR)

b) Describe significance of Competency Mapping and various Methods with its importance in MNC Company.

4. a) Distinguish between Competencies based Performance Management Systems and Reward based Performance Management Systems.

(OR)

b) Explain in brief the Purpose of Appraising and discuss different Methods of Appraising.

5. a) Develop Monitoring Process & design objectives of monitoring for any banking company.

(OR)

b) Determine role of Coaching & Counselling to enhance employee's performance in Hospital industry?

6. a) Discuss importance of Team oriented organizations and challenges for HR to evaluate performance of team members.

(OR)

b) Discuss Operational changes through Performance Management and role of leader during this process.

SECTION – C

7. Case Study

1 x 10 = 10 M

Consider the following description of a firm-wide strategy pursued by Procter & Gamble: Procter & Gamble (P&G), the world's largest consumer products company, follows a fairly unique strategy: P&G appeals to the heart and cares about human needs. In other words, P&G attempts to touch and improve the lives of its consumers all over the world. As an example, take the razor-and-blade innovation pioneered by Gillette's Himalaya team, which focuses on India but is a global group based partly in Boston, USA. The team received information about how men in India shave: about half of them use barbershops and barbers usually break double-sided blades in two and used them repeatedly, which creates unsanitary conditions. With the strategic goal of improving the lives of its customers, the team created a razor-and-blade innovation that simplified the essential features of the shaving done in barbershops. The products were a success in terms of improving

both the human condition and profitability. As a second example, consider a situation in P&G Brazil, where P&G feared a shutdown due to decreased business volume. Low-income consumers were the fastest growing segment of the population, but P&G's global premium products were too expensive for this market segment. Local P&G teams decided to live with families, scrutinized every P&G process in an attempt to reduce costs, and ended up creating an innovative products line they dubbed "basico" (for "essential" in Portuguese). The team members felt that they were doing well for the world, not just making money for the corporation. Demand immediately outpaced supply when the first "basico" products were launched, which included women's hygiene, diapers, and greener laundry detergent. The company quickly captured market share through small neighbourhood shops and premium products were lifted. The business in Brazil became a profitable global growth model, and not just for emerging countries. As a consequence, "Tide Basic" was recently introduced in the United States. In sum, P&G's strategy inspires employees to add their hearts to their heads and aims at finding creative solutions when purpose-inspired opportunities and commercial considerations seem to collide.

Case Questions:

- Imagine you are an HR executive at P&G. Given the company's strategic orientation toward purpose and values, what would you do to help align a new performance management system with the strategic plan?
- How would you explain this relationship?
- What would you say and do to garner company-wide support for your performance management system?