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Roll No..................

Department of Management
School of Management & Business Studies
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Even Semester Examination 2022
BBA-MBA Integrated VI Semester

Subject Name: Performance Management — MM: 75
Subject Code: BBA(I)-H-101 — Time: 03 Hours

Please read all the instructions and questions carefully

Section A: Attempt any 6. Each question carries 5 marks (6x5=30)

Q.1 Compare between performance management and performance appraisal.
Q.2 Differentiate a performance-oriented work culture form the traditional work culture.
Q.3 Discuss the role of organisation culture in performance management system.
Q.4 Discuss the factors responsible for successful performance appraisal.
Q.5 Explain various characteristics of performance management in practice.
Q.6 Determine the ways to evaluate the effectiveness of performance appraisal system.
Q.7 Examine the purpose of performance planning and role analysis?
Q.8 Evaluate the strengths of the 360-degree performance appraisal method.
Q.9 Performance management system is one of the productive tools for an organisation. Justify the statement with relevant example.

Section B: Attempt any 3. Each question carries 15 marks (3x15=45)

Q.10 Listening and positive reinforcement are the two important skills that influence performance counselling.
(a) Explain the features of performance counselling using relevant example. (7)
(b) Justify the above statement using relevant example. (8)

Q.11 The objective of reward system is to motivate the employees.
(a) Describe the various reward systems. Which reward system would you recommend to an insurance firm as a HR manager? (8)
(b) As a HR manager, how will you deal with the challenges or obstacles of the reward system. (7)

Q.12 (a) "There are many advantages to both supervisors and employees in having an effective performance planning and review process and the process should identify clearly what is expected of the employee, which in turn provides the opportunity to recognize good performance and identify areas that need corrective action or added training". Explain This statement. (8 Marks)
(b) Discuss the various barriers to Performance Planning? Explain in detail. (7 Marks)

Q.13 Which appraisal method is more suited for appraising the following categories of employees? Give suitable example for choosing any particular method.
(a) IT professionals (5 Marks)
(b) HR professionals (5 Marks)
(c) Research professionals (5 Marks)

Q.14 Write short note on the following:
(a) Strategic purpose of performance management system (5 marks)
(b) Team based pay plan (5 marks)
(c) Corporate wide pay plan (5 marks)

Q.15 A top global IT company was the forerunner of change when they abandoned annual performance appraisals back in 2019. They felt that while they were forging ahead and evolving as a company, their performance management system was archaic and ineffective. It was a waste of time and had, ultimately become a box-ticking exercise. Company estimated annual appraisals consumed 80,000 management hours each year. This was the equivalent of nearly forty full-time employees working year-round. Clearly, a change was needed. Company replaced annual appraisals with regular one-on-one check-ins, supported by frequent feedback—both positive and constructive. There are no performance ratings or rankings and they allow different parts of the organisation to determine how frequently they should hold check-in conversations, based on their work cycles. Now that forced ranking has been abolished, employees at company are assessed based on how well they meet their goals on regular basis. Managers are also trained on the nuances of giving and receiving feedback.
The result has been a marked increase in employee engagement, with voluntary turnover decreasing by 30% since check-ins were introduced.
(a) In the light of the scenario, do you agree with the company's decision to discontinue the annual appraisal system. Justify your response with relevant example. (10)
(b) Discuss the limitations of new appraisal system adopted by the company. (5)