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**Department of Management** **Roll No...**
**Even Semester Examination - July 2023**
**BBA-VI-SEM/BBA-MBA-Integrated VI-SEM**
**Subject Code: BBA-DH -101 /BBA(I)-DH-101**
**Subject Name: Performance Management**

Duration: 3 Hour Max.Marks -75

**Section A - Short Answer** (5X6=30)

***Note: Attempt any Six Questions, All questions carry equal marks***

Q1: Explain the linkage of performance management with other sub-systems.
Q2: Enlist the characteristics of performance management.
Q3: What are the key reasons behind the move from performance appraisal to performance management?
Q4: "Indian companies tend to spend 30% time on planning and the remaining 70% on implementation whereas MNCs usually spend 70% time on performance planning and the remaining 30% time on strategy implementation." Discuss.
Q5: What is Performance Appraisal? Explain various obstacles in Performance Appraisal.
Q6: Explain in detail various principles of performance counseling.
Q7: What are the various characteristics of performance management teams?
Q8: Discuss in detail various problems faced by organizations while implementing performance management systems in their organizations.
Q9: Explain the concept of "Do only what you get paid for" Syndrome.

**Section B-Long Answer** *(15X3=45)*

***Note: Attempt any Three Questions; All questions carry equal marks***

Q1: (a) "Performance management helps in evaluating employees in order to enable them to achieve reasonable goals." Discuss. (7 Marks)

(b) What are the key objectives and principles of performance management? (8 Marks)

Q2: What is Performance Planning? Explain in detail how organizations evaluate Performance planning.

Q3: **General Electric (GE) Put an End toForced Ranking performance Management.**

Under the reign of its former CEO, Jack Welsh, General Electric was the most well-known proponent of annual performance ratings and forced distribution curves. For decades, GE operated a "rank and yank" system, whereby employees were appraised and rated once a year. Afterwards, the bottom 10% were fired. Not exactly a recipe for employee engagement! Such an environment is a breeding ground for unhealthy competition, reduced teamwork and employee burnout. In 2015, under CEO Jeff Immelt, GE announced it was replacing this approach with frequent feedback and regular conversations called "touchpoints" to review progress against agreed near-term goals. This new approach was supported by an online and mobile app, similar to our own Clear Review performance management tool, which enables employees to capture progress against their goals, give their peers feedback and request feedback.

Managers will still have an annual summary with employees, looking back at the year and setting goals. But this conversation is more about standing back and discussing achievements and learnings, and much less fraught than annual reviews.

In the light of the above example answer the following questions:

a) What was the new approach of Performance management adopted by GE in 2015? (5 marks)
b) Explain the importance of Performance management (5 marks)
c) What is the difference between Performance management and Performance appraisal and why did GE change to new approach of performance management? (5 marks)

Q4: Explain past and future oriented methods of performance appraisal with merits and demerits.

Q5:

a) Explain various skills required by manager for performance counselling. (7 Marks)

b) What are the various strategies required for performance management application? (8 marks)

Q6:

a) What is reward management? "Rewarding people for what the organization values." Discuss this statement. (5 marks)

b) Explain in detail benefits and challenges in performance linked pay system. (10 marks)