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MBA III Semester Supplementary Examinations May 2019

PERFORMANCE MANAGEMENT

(For students admitted in 2017 only)

Time: 3 hours Max. Marks: 60

All questions carry equal marks

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SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

1 Briefly explain the role and concept of performance management in organizational development.

OR

2 Critically examine the relation between performance management and human resource management.

3 Briefly explain the role and advantages of mentoring.

OR

4 Briefly explain the types and pitfalls in monitoring the performance.

5 Briefly discuss the effective steps for counseling process.

OR

6 Discuss the role and key issues involved in coaching.

7 Differentiate between processes of judgment versus process of analysis.

OR

8 Briefly discuss the designing and methods involved in appraisal system.

9 Briefly explain the significance and characteristics for learning.

OR

10 Discuss the objectives and influencing factors for designing the Fringe benefits.

SECTION – B

(Compulsory Question, 01 X 10 = 10 Marks)

11 **Case study:**

In early 2012, Donna Morris, senior vice president of global people resources at Adobe, was feeling frustrated. The company's annual review process, facilitated by her team, wasn't delivering on its goals. If performance reviews were supposed to provide employees with valuable feedback, why did voluntary attrition always spike in the months after review time? If reviews were supposed to help managers mold a more effective team, why were they distracting managers from their most meaningful work for weeks at a time? "As a company, we were continuing to evolve from box software that takes 12 to 18 months to release to cloud-based software, real-time services, and cutting-edge digital marketing". Donna says. "But on the people resources side, a lot of our core processes had stayed the same. We just weren't seeing positive results from the way we had been addressing performance".

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In most corporations, managers must divide employees into groups – for example, maybe 15 percent of people can be assigned the highest rating. Those ratings then determine salary increases. Employees are also typically ranked meaning that every interaction with a teammate could be viewed as a competition rather than collaboration. After months of brainstorming and soliciting feedback from employees, Donna and her team landed on a solution – check-ins. Adobe's new check-in culture revolves around clear expectations, frequent feedback – both positive and constructive – and no ratings or rankings. Voluntary attrition has decreased substantially, suggesting that employees who are performing at the top of their game feels valued and employees who have room to improve feel supported and encouraged. Managers can make their own decisions about salary increases and are trained on the most effective ways to make those decisions.

Questions:

(a) How you value the mentoring and monitoring will help the employees in their performance?
(b) What kind of training to be provided for employees in attaining the company's objectives and goals?

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