

MBA III Semester Supplementary Examinations May 2018

PERFORMANCE MANAGEMENT

(For students admitted in 2014, 2015 & 2016 only)

Time: 3 hours

Max. Marks: 60

PART – A

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

- 1 Distinguish performance management from performance appraisal.

OR

- 2 Describe and explain the key features of an ideal performance management system.

- 3 Explain the concept of mentoring. What are the benefits of mentoring?

OR

- 4 What are the responsibilities of a mentor and mentee?

- 5 Explain the qualities of a good coach.

OR

- 6 Discuss in detail the function of counseling and the steps involved in counseling process.

- 7 Explain the relevance of goal setting theory to performance management.

OR

- 8 Explain the features and applications of balanced score card.

- 9 What is a learning organization? Explain the different learning approaches.

OR

- 10 What do you understand by the concept of compensation objectives? What are types of fringe benefits?

PART – B

(Compulsory question, 01 X 10 = 10 Marks)

11 Case Study:

The knowledge intensive IT-enabled service (ITeS) organization in India, which primarily serve the international clients, should realize, in a competitive market, the survival mantra is to exceed the customer expectations. It requires people to develop their competencies, reviewing their knowledge and skills. In ITeS, skill and knowledge life cycles are short and unless it is completely renewed, people become redundant. Replacing people with the hiring of new skill sets is not only expensive but also at times raises performance questions. New hires take time to deliver the results, and the opportunity costs in the process get increased.

In a company called Centrix realizing such operational difficulties and cost over-runs, the management decided the introduction of personal development programmes for employees known as 'SHARP EDGE'. Every employee gets the performance feedback in a quarterly performance review meeting with their seniors, who explain the changing skill sets in their verticals and how they can develop such skill-sets within house training supports. The performance review meeting among others also highlights on their skill compatibility based on degree of interchange ability 'SHARP EDGE' programmes are integrated with the long term business needs of the organization and allow credit points to the employees who acquire the new skill sets. Learning of acquisition of skills could only be established when employees obtain an external certification after in-house learning and implement successfully their learned knowledge in their changing work process. Credit points help the employees in career advancements and pay rise in annual performance reviews.

Starting 'SHARP EDGE' helped the company retain the manpower and reduce the costs of manpower redundancies. Over and above, the company could stay ahead in competition.

Questions:

- (a) What steps did Centrix company take to reduce redundancies in its manpower?

- (b) Can you call Centrix a learning organization, if yes how did it stay ahead of the learning curve?