

Code: 14E00314

MBA III Semester Regular &amp; Supplementary Examinations November/December 2016

**PERFORMANCE MANAGEMENT**

(For students admitted in 2014 &amp; 2015 only)

Time: 3 hours

Max. Marks: 60

**PART - A**

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

\*\*\*\*\*

- 1 Performance management systems serve many purposes. Describe the developmental purpose.  
**OR**
- 2 What are some important issues to be considered for the successful implementation of performance management systems?
- 3 Analyze the steps that can be taken by supervisors to prevent defensive responses during the performance review meeting.  
**OR**
- 4 What is mentoring? Mention its importance in organizations such as ISRO/Atomic Energy Department.
- 5 Address the advantages of utilizing structured interview approaches versus unstructured interviews.  
**OR**
- 6 You are a supervisor at a manufacturing company and you are coaching one of the veteran employees of the company. Describe the behavior required to perform this function.
- 7 Discuss the importance of integrating succession management and career development.  
**OR**
- 8 How do you personally evaluate different job opportunities and decide which one(s) to pursue?
- 9 What information do you want to see when you visit the career section of a potential employer's web site?  
**OR**
- 10 What is a fringe benefit? Why it is gained importance at certain stage of promotions? Discuss with suitable example.

**PART - B**

(Compulsory question, 01 X 10 = 10 Marks)

**11 Case study:**

"Because we're not sure how many kindergarten students to expect this fall, we're only looking for a part-time teacher to supplement our full-time teacher's load," Patrick McCoy told each interviewee. "But there's a possibility this could become a full-time position at the last minute." Mr. McCoy, principal at Walton elementary school, gave each candidate the same details about the job, though he wished, he could be more precise about those details. The newly created position was based on a one-year grant, which may not be available in the next year. "If the grant is not available next year, we'll do our best, without guarantee, to place you somewhere in the school corporation", Patrick continued.

Abby Sanders and Deb Harman, both recent college graduates, waited outside the conference room for their respective interviews. Upon exchanging pleasantries, Abby learned that Deb had been a student teacher in the kindergarten classroom at Walton last spring. Immediately, feeling disappointed, she began to wonder whether Deb would have an inside advantage. Just then, a veteran teacher, Mary Kratz, left the conference room. Mary immediately recognized Deb, then smiled and said, "Good luck!"

Abby Sanders now felt as though she had no change of being hired. She had never met Mary Kratz, but it seemed to her as though everyone knew each other and that this interview would be a waste of her time. "Are you Abby Sanders?" Patrick McCoy asked, now standing in the doorway of the conference room. The two exchanged greetings and entered the conference room. "Well, tell me about yourself," Patrick requested. Abby smiled and responded, trying to forget her previous thoughts.

**Questions:**

- (a) What constraints are affecting Mr. McCoy's planning activities?
- (b) How might hiring a part-time teacher for this position be advantageous?
- (c) In this scenario, is the interview alone a valid selection technique?