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Roll No. ....

**MB-304(H3)**

**M. B. A. (THIRD SEMESTER)**

**END SEMESTER**

**EXAMINATION, Jan., 2023**

**PERFORMANCE MANAGEMENT SYSTEM**

**Time : Three Hours**

**Maximum Marks : 100**

- Note :** (i) This question paper contain two Sections—Section A and Section B.
- (ii) Both Sections are compulsory.
- (iii) Answer any *two* sub-questions among (a), (b) and (c) in each main question of Section. Each sub-question carries 10 marks.
- (iv) Section B consists of case study is compulsory. Section B is of 20 marks.

**P. T. O.**

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**Section—A**

1. (a) Define performance management and also explain the process of performance management. (CO1)  
(b) Explain performance appraisal and performance management. (CO1)  
(c) Explain the elements of performance management. (CO1)
2. (a) Apply the relevance of performance planning and also explain the different types of measurement scales. (CO2)  
(b) Interpret the different approaches to measure the organizational performance. (CO2)  
(c) Apply the relevance of performance counselling and process of performance counselling. (CO2)
3. (a) Compare the traditional and modern methods of performance appraisal. (CO3)  
(b) Analyze the factors affecting the reward and pay of employees. (CO3)

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- (c) Distinguish between incentives and rewards. And also discuss the basis for determining the incentives. (CO3)
4. (a) Evaluate the concept of competency mapping with its importance to the organization. (CO4)  
(b) Summarize the objectives of monitoring and follow up methods of monitoring. (CO4)  
(c) Evaluate the steps involved in team management process. (CO4)

**Section—B**

5. **Case Study :** (CO5)

The president has called a meeting to get your feedback on Jack, a department manager. Jack is what some people call “from the old school” of management. He is gruff, bossy, and often shows an “it’s my way or the highway” attitude. Jack is about five years from retirement.

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Jack has a high turnover rate in his department. There have been several complaints on company surveys about him from his department and from outside his department. People have commented on the fact that Jack is "rude" during meetings and doesn't let others contribute. There are times when he has belittled people in meetings and in the hallway. He also talks about his staff "critically" or "negatively" to other managers.

But Jack also is a brilliantly talented person who adds a vast amount of needed knowledge and experience to the company. He is extremely dedicated to the company and lets people know this by his arrival each day at 6 : 30 a.m. and his departure at 6 : 00 p.m. He has been with the company for 32 years and he reports directly to the president.

Jack has gone to the HR department and complained that the people his supervisors hire

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are not a good fit for the company. The new employees don't listen and they have a poor work ethic. Jack feels that HR should do a better job screening people.

*Questions :*

- (i) Description of the facts in this case in order of priority.
- (ii) What are the problems that management is facing ?
- (iii) What are the probable underlying roots causes to these problems ?
- (iv) Based on your reading and your own research—what recommendations do you have to solve the problems ?

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