

Register No:

Name:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

FOURTH SEMESTER MBA DEGREE EXAMINATION(R,S), MAY 2024**(2021 SCHEME)**

Course Code : 21MBA222
Course Name : Performance Management
Max. Marks : 60

Duration:3 Hours**PART A***(Answer all questions. Each question carries 2 marks)*

1. Recall any two developments in performance management.
2. List out benefits of providing training and development opportunities as part of Performance Management Activities.
3. Explain the significance of self evaluation performance review in a performance review.
4. Recall the roles of employees in Performance Management Documentation.
5. Recall any two approaches used to evaluate the effectiveness of Performance Management.

PART B*(Answer any 3 questions. Each question carries 10 marks)*

6. Explain the ways in which organizations can integrate the principles of Control Theory to improve performance monitoring and evaluation.
7. Evaluate the potential biases that may arise in performance assessments and propose strategies to mitigate them.
8. Analyse the problems involved in managing the continuous learning culture as part of improving the organisational performance.
9. Compare the different modern methods of performance appraisal citing its advantages and disadvantages.
10. Analyze the linkage between Performance Management and Reward & Compensation Systems citing suitable examples.

PART C*(Compulsory question, the question carries 20 marks)*

11. Sana Logistics Ltd is a transportation company headquartered in Chennai with around 120 trucks, 5 hubs, 40 regional centres and over 300 employees spread across south and central India. The entire operations including the transportation (loading, unloading, vehicle and driver allotment) and fleet maintenance activities are controlled by a team of 15 core managers supervised by senior HR and Operations managers from the headquarters at Chennai. The 15-member strong core team has a bi-annual performance appraisal system. In this system, the performance of the core managers is evaluated and rated and the manager with the top rating is given incentives or other perks for a period of 6 months, after which the ratings are reevaluated. The rating criteria are kept confidentially and are done by the senior managers. The practice has been highly successful so far with managers having a healthy competition to secure the incentives. Devi and Sumit are part of the core management team. Devi has been the part of company for a year and

has been having an impeccable record since beginning of the year with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the performance appraisal ratings, which she lost by meagre margins in previous year. Sumit on the other hand, is a newly recruited, 'not-so-perfect' employee with multiple late entries, some flaws in handling routine affairs. His position in performance ratings has been behind that of Devi. However, Sumit handled some crisis situations meticulously and saved the company from almost sure negative fates. This improved the ratings multifold. When the performance appraisal ratings were announced, Sumit bagged the top position and got incentives and perks for the next 6 months. This did not go well with Devi. Devi immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

1. Assuming the position of Senior HR manager, supervising the core management team, how would you handle the situation? (7 marks)
2. Explain the relevance of Performance Management documentation in this case. (7 marks)
3. Explain the major issues in this case? What all changes would you suggest? (6 marks)
