

III Semester M.B.A. Degree Examination, Jan./Feb. 2019  
(CBCS) (2014-15 and Onwards)

**MANAGEMENT**

**Paper – 3.5.3 : Performance Management System**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

Answer any five of the following questions : (5×5=25)

1. What is meant by Performance Management and explain its principles.
2. How does team building improve high performance ?
3. What is the difference between Performance Management System and Performance Appraisal System ?
4. Explain the performance management skills.
5. What would be the role of team leaders ?
6. Explain the challenges faced by an HR manager while conducting expatriate appraisal.
7. What are the prerequisites of remote team performance ?

**SECTION – B**

Answer any three of the following questions : (3×10=30)

8. Discuss the competency mapping as a performance management tool.
9. Explain the importance of six sigma and bench marking in Performance Appraisal with suitable examples.
10. Explain the legal issues associated with performance appraisal.
11. How creative performance strategies helpful for employees and an organisation ? Discuss.



## SECTION – C

Compulsory (Case Study) :

(1×15=15)

12. Mr. Tejal is a B.E. in computer science from the JNTU and is working as a Project Manager in a leading software company in India. Mr. Tejal was an all rounder, who did exceedingly well in his studies as well as other extracurricular activities. Though he secured admission for MBA at IIM, Bangalore, due to financial constraint he discontinued his studies and joined in the company. He proved to be good in his job and within a short period of 5 years rose to the position of Project Manager.

Gradually Mr. Tejal began to feel dissatisfied with the work environment in general and his own work in particular. He wanted to get an MBA degree and as his desires remained unfulfilled, he was feeling quite restless. His friends appreciated his feelings and suggested that he shall meet his boss Mr. S. Desai and discuss this matter with him. Mr. Tejal then approached Mr. S. Desai and asked him to sanction study leave for two years. Mr. S. Desai was not helpful and discouraged Mr. Tejal by saying that for a talented person like Mr. Tejal, an MBA degree would make no difference and moreover, the company had no such policies of granting study leave. After about a month Mr. Tejal put in his resignation.

**Questions :**

- 1) Critically analyze the attitude and action of Mr. Tejal.
- 2) If you were Mr. S. Desai, what advice would you give to Mr. Tejal and why?