



Avinashilingam Institute for Home Science and Higher Education for Women
(Deemed to be University under Category 'A' by MHRD, Estd. u/s 3 of UGC Act 1956)
Re-accredited with 'A+' Grade by NAAC. Recognised by UGC Under Section 12B
Coimbatore - 641 043, Tamil Nadu, India

Master's Degree Examination – June 2021
IV Semester

Class : II MBA
Major : Master of Business Administration/MBA-IT

Time: 3 Hours
Max. Marks: 100

17MBAC30H/31H / 17MBMC30H Performance Management

PARTA
Choose the Correct Answer

10x1= 10

- The primary purpose of providing employees with feedback during a performance appraisal is to motivate employees to _
 - Apply for managerial positions
 - remove any performance deficiencies
 - Revise their performance standards
 - enroll in work-related training programs
- The information type which focuses on the accomplishments of employees is classified as
 - trait based information
 - behavior base information
 - coaching based information
 - results based information
- SMART goals are best described as _
 - specific, measurable, attainable, relevant, and timely
 - straight forward, meaningful, accessible, real, and tested
 - strategic, moderate, achievable, relevant, and timely
 - specific, measurable, achievable, relevant, and tested
- Which theory concerns the use of objectives to manage performance?
 - Probability theory
 - Goal theory
 - Results theory
 - Outcomes theory
- Willingness, capacity & opportunity to perform are said to be;
 - Performance outcomes
 - Determinants of performance
 - Performance appraisals
 - Types of performance standards
- Which of the following is the best way for a supervisor to correct a performance appraisal problem caused by unclear standards?
 - focusing on performance instead of personality traits
 - using graphic rating scales to rank employees
 - avoiding the use of extremely low ratings
 - using descriptive phrases to illustrate traits
- Which performance appraisal technique lists traits and a range of performance values for each trait?
 - behaviorally anchored rating scale
 - graphic rating scale
 - forced distribution
 - critical incident
- Which performance appraisal problem is associated with supervisors giving all of their subordinates consistently high ratings?
 - central tendency
 - leniency
 - strictness
 - regency effect
- Which of the following terms refers to the process of allowing subordinates to rate their supervisor's performance anonymously?
 - Supplemental evaluation
 - downward feedback
 - Upward feedback
 - peer evaluation
- All of the following are benefits of using computerized or Web-based performance appraisal systems EXCEPT _____
 - merging examples with performance ratings
 - helping managers maintain computerized notes
 - allowing employees to perform self-evaluations
 - enabling managers to monitor employees' computers

Part B **5x6=30**
Answer ALL questions
Each answer should not exceed 400 words or two pages

- 11.a. Explain the historical development of performance management.
(or)
11.b. Describe the characteristics of an ideal PMS.
- 12.a. Summarize the prerequisites of performance management.
(or)
12.b. Explain goal theory.
- 13.a. Briefly explain on KPIs.
(or)
13.b. What is strategic performance measurement? Explain.
- 14.a. Describe the objectives of performance appraisal.
(or)
14.b. What is Halo effect? Explain its consequences in performance appraisal.
- 15.a. Write a short note on performance counseling.
(or)
15.b. Explain 360 degree appraisal.

Part C **5x12 = 60**
Answer ALL questions
Question No.20 Case is Compulsory
Each answer should not exceed 800 words or four pages

- 16.a. Narrate an essay on Aim and role of performance management.
(or)
16.b. Explain social cognitive theory and its application in performance management.
- 17.a. Discuss the employee's responsibility in performance planning mechanics and documentation.
(or)
17.b. Explain elaborately establishment of performance standards and measuring behavior.
- 18.a. Discuss various steps involved in the process of performance appraisal.
(or)
18.b. Elucidate the factors affecting appraisal errors.
- 19.a. Describe the training methods for superiors to give constructive feedback.
(or)
19.b. "Challenges linking performance and rewards" – comment.

20. Case Study: (Compulsory question)

Global Funds Ltd. Is a reputed finance company having 8 branches in different parts of the country. Its staff includes 200 operative employees and 50 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are : responsibilities, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of merit staff.

Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organise a union and demand that annual increments should be granted automatically.

The Chief Executives feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions:

- (a) If you were the Human Resource Manager, how would you handle the problem?
- (b) Will you agree with the Chief Executive's view that performance appraisal should be discontinued?
- (c) On what lines would you recommend modifications in the performance appraisal system of the company?
