Question Paper Code: CMB407

INSTITUTE OF AERONAUTICAL ENGINEERING
(Autonomous)
MBA III Semester End Examinations (Regular) - November, 2018

Regulation: IARE–R16

PERFORMANCE MANAGEMENT

Time: 3 Hours   **(MBA)**   **Max Marks: 70**

Answer ONE Question from each Unit
All Questions Carry Equal Marks
All parts of the question must be answered in one place only

UNIT – I

1. (a) Discuss important characteristics of an ideal performance management system. **[7M]**

   (b) What are the contributions of performance management system for employees and employers?
   [7M]

2. (a) Differentiate between vision and vission statements. **[7M]**

   (b) Jane a MBA graduate from a reputed institution aspires to start an own company. Although she has funds and interest to start a firm, she is not very confident about the choice of business. What should be Jane's first course of action in finding a suitable business arena? **[7M]**

UNIT – II

3. (a) Why task and contextual performance should be distinctively involved in performance management systems? **[7M]**

   (b) Discuss the two important systems used to evaluate competencies. **[7M]**

4. (a) Assume and list the various critical incidents considered for performance for the job of assistant plant manager. **[7M]**

   (b) Jayesh works for a well known IT company. He is in charge of designing and delivering interpersonal skills training, communication skills and networking. Jayesh has excellent knowledge of how to design a training class. He has also conducted research on what good communication consist of, how to network and what new managers need to know to be successful. However, trainees who attend Jayesh's training classes often give him low rating, stating that he has a hard time answering specific questions in classes and that he does not seem approachable when trainees want to ask questions. Thus his performance is rated low. You are Jayesh's manager.
   i) Does Jayesh lack declarative knowledge or procedural knowledge? Justify
   ii) In the above situation, which performance management approach is more suited to measure Jayesh's performance? Why? **[7M]**

UNIT – III

5. (a) Which method of appraisal is most suited for appraising the following categories of employees?
        i. IT professional **[7M]**
        ii. Telesales.

    (b) Explain in detail the rationale of the 360^0 feedback system. **[7M]**

6. (a) Discuss the various skills required for performance management in the organization. **[7M]**

    (b) "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance." Comment. **[7M]**

UNIT – IV

7. (a) What is Contingency Pay? Discuss the various plans designed under this. **[7M]**

    (b) Describe the basic principles for designing a performance management system that includes team performance. **[7M]**

8. (a) Explain the ranking method of job evaluation. **[7M]**

    (b) Discuss in brief the legal principles affecting performance management of an organization. **[7M]**

UNIT – V

9. (a) Explain the various stages involved in coaching process. **[7M]**

    (b) Discuss the tools used for conducting competency analysis. **[7M]**

10. (a) Briefly write down the different methods of data collection for competency mapping. **[7M]**

    (b) Develop a thorough list of different competencies required for a manager. **[7M]**