



# INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad-500043

## MASTER OF BUSINESS ADMINISTRATION

### TUTORIAL QUESTION BANK

<b>Course Title</b>	PERFORMANCE MANAGEMENT				
<b>Course Code</b>	CMBB63				
<b>Program</b>	Master of Business Administration				
<b>Semester</b>	IV				
<b>Academic Year</b>	2019 - 2020				
<b>Course Type</b>	Theory				
<b>Regulation</b>	IARE - R18				
<b>Course Structure</b>	<b>Lectures</b>			<b>Tutorials</b>	
	<b>Theory</b>	<b>Practical</b>	<b>Credits</b>	<b>Laboratory</b>	<b>Credits</b>
	4	-	4	-	-
<b>Chief Coordinator</b>	Ms. K. Lakshmi. Revathi, Assistant, Professor				
<b>Course Faculty</b>	Ms. K. Lakshmi. Revathi, Assistant, Professor				

### COURSE OBJECTIVES:

<b>The course should enable the students to:</b>	
I	Develop the employees in identifying the knowledge and skills required for performing the job efficiently.
II	Understand the boosting the performance of the employees by the way of encouraging employee empowerment, motivation and effective reward mechanism.
III	Identify the barriers of effective performance through constant monitoring, coaching and development interventions
IV	Create a platform for several administrative decisions, strategic planning, succession planning, promotions and performance based payment.

### COURSE OUTCOMES (COs):

CMBB63.01	Understand the concept of performance management and reward systems in context.
CMBB63.02	Illustrate the performance management process and performance management Strategic planning.
CMBB63.03	Examine the concept of choosing a measurement approach, measuring results and behaviors.
CMBB63.04	Demonstrate gathering performance information and implementing performance Management system.
CMBB63.05	Analyze the appraisal procedure in different types of organizations and also know the recent trends in an organization.
CMBB63.06	State the concepts of performance management and employee development.
CMBB63.07	Examine the performance management skills and the case on implementation of 360 degree feedback system.

CMBB63.08	Examine reward systems, legal issues and managing team performance.
CMBB63.09	Elucidate relevant performance related concepts like benchmarking, six sigma and competency mapping.
CMBB63.10	Express the relevant performance related concepts like balance scorecard, Coaching, mentoring Pygmalion effect and job analysis.

## TUTORIAL QUESTION BANK

UNIT- I				
PERFORMANCE MANAGEMENT AND REWARD SYSTEM				
Part - A (Short Answer Questions)				
S No	QUESTIONS	Blooms Taxonomy Level	Course Outcomes	Course Outcomes (COs)
1	Elucidate performance management and How Does performance management system Link to other Human Resources Processes? Explain with examples.	Analyze	CO 1	CMBB63.01
2	List some characteristics of performance management and explain the three stages of performance management.	Understand	CO 1	CMBB63.01
3	Illustrate some definitions of performance management and discuss the concept, scope and need of performance management	Apply	CO 1	CMBB63.01
4	Examine about recruitment process in effective organizations.	Analyze	CO 1	CMBB63.01
5	Explain potential management and its advantages.	Evaluate	CO 1	CMBB63.01
6	Discuss about trait approach and its advantages.	Remember	CO 1	CMBB63.01
7	What are the functions of the performance management and how we can develop the performance planning in organization?	Understand	CO 1	CMBB63.01
8	Define gain-sharing techniques and features of gain-sharing?	Apply	CO 1	CMBB63.01
9	Describe effective and ineffective performance management.	Analyze	CO 1	CMBB63.01
10	Classify the performance management standards of employees in organization.	Evaluate	CO 1	CMBB63.01
11	Distinguish characteristics of reward system and objectives of reward system.	Remember	CO 2	CMBB63.02
12	Write short notes on performance assessment.	Understand	CO 2	CMBB63.02
13	Elucidate performance review, renewal and reconstructing.	Apply	CO 2	CMBB63.02
14	Define strategic planning and discuss the purpose of strategic planning.	Analyze	CO 2	CMBB63.02
Part - B (Long Answer Questions)				
1	What is performance management and explain the performance appraisal process in an organization.	Remember	CO 1	CMBB63.01
2	Discuss the performance planning in organization also define objectives and performance standards.	Understand	CO 1	CMBB63.01
3	Elucidate the term performance management and highlight the characteristics of an ideal performance management system	Apply	CO 1	CMBB63.01
4	Describe the purpose of performance management system in organization and explain the various systems that involved in PMS.	Analyze	CO 1	CMBB63.01
5	Discuss performance management and define the strategies of Performance management in organization.	Evaluate	CO 1	CMBB63.01
6	Elucidate reward system. State the objectives and elements of reward system	Remember	CO 1	CMBB63.01
7	Explain the differences between reward system and performance management system along with examples.	Understand	CO 1	CMBB63.01
8	Distinguish financial and non-financial rewards. What are the measures to improve performance and decrease the stress?	Apply	CO 1	CMBB63.01
9	Define strategic planning and enlist the key purposes of a strategic plan along with evaluation techniques in a company.	Analyze	CO 1	CMBB63.01
10	Briefly highlight the strategic performance management system with advantages and disadvantages of PMS.	Evaluate	CO 1	CMBB63.01
11	Exemplify the word components would you consider for strategic planning in performance management?	Remember	CO 2	CMBB63.02
12	List out the disadvantages of poorly implemented performance management system.	Understand	CO 2	CMBB63.02
13	Elaborate advantages of performance management system and its importance.	Apply	CO 2	CMBB63.02
14	Examine in detail the concept of reward systems with respect to performance management.	Analyze	CO 2	CMBB63.02
15	State the characteristics and principles of reward system in an organization.	Evaluate	CO 2	CMBB63.02
16	How does reward system enhance the performance of employee in an organization examine.	Remember	CO 2	CMBB63.02
17	Elucidate the methods of performance management do you recommend, and how frequently should feedback be provided?	Understand	CO 2	CMBB63.02
18	Do employees understand and have access to what they're expected to know?	Apply	CO 2	CMBB63.02
19	Examine in detail the various steps involved in performance management process.	Analyze	CO 2	CMBB63.02

20	Highlight how strategic plans determine in various choices regarding individual and team performance management system design.	Evaluate	CO 2	CMBB63.02
<b>UNIT-II</b>				
<b>PERFORMANCE MEASUREMENT</b>				
<b>Part – A (Short Answer Questions)</b>				
1	Explicate & discuss various functions of performance and choosing a measurement approach.	Remember	CO 3	CMBB63.03
2	Differentiate between a) task performances b) contextual performances.	Understand	CO 3	CMBB63.03
3	Elaborate in detail & also cite relevant examples for, determinants of performance and Elaborate in detail & also cite relevant examples for, procedural knowledge Determinant.	Apply	CO 3	CMBB63.03
4	Explicate & discuss various functions of objectives and write about advantages of objectives.	Analyze	CO 4	CMBB63.04
5	Elaborate in detail & also cite relevant examples for, about behavior checklist method its disadvantages of check list method.	Evaluate	CO 3	CMBB63.03
6	Elaborate in detail & also cite relevant examples for, about graphic incident method and its feature of graphical incident methods.	Remember	CO 4	CMBB63.04
7	Examine & Elaborate the aspects involved-in characteristics of determining performance standards	Understand	CO 3	CMBB63.03
8	Elaborate in detail & also cite relevant examples for, about improvements of performance rating system.	Apply	CO 4	CMBB63.04
9	Examine & Elaborate the aspects involved-in how does performance management fit into strategy and how does it work.	Analyze	CO 3	CMBB63.03
10	Explicate & discuss various functions of different types of biases that effect the effectiveness of communication plan	Evaluate	CO 3	CMBB63.03
11	Explicate & discuss various functions of training programs for the acquisition of required skills.	Remember	CO 3	CMBB63.03
12	Examine & Elaborate the aspects involved-in about judge mental strategy and write about its advantages.	Understand	CO 3	CMBB63.03
13	Elaborate in detail & also cite relevant examples for, unit-level and organization-level performance in on organizations?	Apply	CO 3	CMBB63.03
14	Explicate & discuss various functions of paired comparison method write about advantages, disadvantages of paired method.	Analyze	CO 4	CMBB63.04
15	Explicate & discuss various functions of how performance management is related to other initiatives.	Evaluate	CO 3	CMBB63.03
<b>Part - B (Long Answer Questions)</b>				
1	Write a complete description & explain each aspect in detail on characteristics of appraisal forms?	Remember	CO 3	CMBB63.03
2	Briefly Elaborate in detail & also cite relevant examples for, about different types and approaches implemented in, A Performance Management cycle.	Understand	CO 4	CMBB63.04
3	Elaborate in detail & also cite relevant examples for, the advantages and disadvantages of various approaches of measuring performance in organizations.	Apply	CO 3	CMBB63.03
4	Explicate & discuss various functions of performance standards and also Elaborate in detail & also cite relevant examples for, their characteristics while stating relevant examples of performance standards wherever necessary	Analyze	CO 3	CMBB63.03
5	How do you determine overall rating of performance & Examine & Elaborate the aspects involved-in the main strategies used to obtain an overall performance rating in a work function setup	Analyze	CO 3	CMBB63.03
6	Elaborate in detail the following a) Appraisal Period & Appraisal Cycles b) Number of formal meeting between superiors and subordinates	Evaluate	CO 3	CMBB63.03
7	Enumerate the various differences between performance appraisal and performance management	Create	CO 3	CMBB63.03
8	Examine & Elaborate the aspects involved-in the various source of performance information does disagreements across source create any problem.	Remember	CO 3	CMBB63.03
9	Elaborate in detail the following functions of a Performance Management & Rewards system a) behavioral observation training b) self-leadership training c) self-efficacy training for raters	Understand	CO 3	CMBB63.03
10	Examine & Elaborate the aspects involved-in the role of human resource managers in effective & egalitarian implementation of Performance management system in organizations.	Apply	CO 4	CMBB63.04

11	What is Competency Mapping & Elaborate in detail different types of systems & practices often used to measure the competencies of workforce.	Remember	CO 3	CMBB63.03
12	Enumerate the various differences between performance appraisal and performance management.	Understand	CO 4	CMBB63.04
13	Elaborate in detail performance management systems, Appraisal Cycles & Practices that are in vogue with various organizational setups of India.	Apply	CO 3	CMBB63.03
14	What is The Fair Rating Practice in organizations & How rating distortion can be prevented through rater training programs?	Analyze	CO 3	CMBB63.03
15	Examine & Elaborate the aspects involved-in the crucial steps to be considered before implementing performance management system.	Analyze	CO 3	CMBB63.03

### UNIT -III

#### PERFORMANCE MANAGEMENT SKILLS

##### Part - A (Short Answer Questions)

1	Elaborate in detail & also cite relevant examples for, the concept of coaching.	Remember	CO 5	CMBB63.05
2	Examine & Elaborate the aspects involved-in employee performance standards.	Understand	CO 5	CMBB63.05
3	Elaborate in detail & also cite relevant examples for, types of coaching and its advantages	Apply	CO 6	CMBB63.06
4	Describe positive feedback process in on work environment.	Analyze	CO 5	CMBB63.05
5	Write about concurrent coaching techniques	Evaluate	CO 6	CMBB63.06
6	Explicate & discuss various functions of on job training method and its objectives.	Remember	CO 6	CMBB63.06
7	Elaborate in detail & also cite relevant examples for, job rotation process.	Understand	CO 6	CMBB63.06
8	Examine & Elaborate the aspects involved-in task management	Apply	CO 6	CMBB63.06
9	Explain objectively in detail with appropriate examples, the word are the objectives and benefits of human resources planning?	Analyze	CO 5	CMBB63.05

11	Explain objectively in detail with appropriate examples, the word is mean by performance feedback process?	Remember	CO 5	CMBB63.05
12	Elaborate in detail & also cite relevant examples for, personal development plans	Understand	CO 5	CMBB63.05
13	Describe the difference between coaching and training.	Apply	CO 6	CMBB63.06
14	Elaborate in detail & also cite relevant examples for, different management skills	Analyze	CO 5	CMBB63.05
15	Examine & Elaborate the aspects involved-in characteristics of good 360-degree feedback system in on organizations.	Evaluate	CO 6	CMBB63.06
16	Explicate & discuss various functions of personal development plans.	Remember	CO 6	CMBB63.06
17	Elaborate in detail & also cite relevant examples for, about enrich the employees work experiences.	Understand	CO 6	CMBB63.06
18	Write about advantages of 360-degree feedback systems.	Apply	CO 6	CMBB63.06
19	Examine & Elaborate the aspects involved-in approval and appeals process.	Analyze	CO 5	CMBB63.05
20	Elaborate in detail & also cite relevant examples for, the purpose of the meeting,	Evaluate	CO 5	CMBB63.05

##### Part – B (Long Answer Questions)

1	Explicate & discuss various functions of the terms positive feedback and negative feedback with examples	Remember	CO 5	CMBB63.05
2	Elaborate in detail & also cite relevant examples for, briefly different types of coaching	Understand	CO 5	CMBB63.05
3	Explain objectively in detail with appropriate examples, the word are personal development plans Elaborate in detail & also cite relevant examples for, the objectives of personal development plans.	Apply	CO 6	CMBB63.06
4	Elaborate in detail & also cite relevant examples for, the contents of development plan enlist development activities give an example of a development plan form.	Analyze	CO 6	CMBB63.06
5	Briefly Elaborate in detail & also cite relevant examples for, the concept of 360-degree feedback and mention how it helps increase the performance of employees	Evaluate	CO 6	CMBB63.06
6	Elaborate in detail & also cite relevant examples for, the guiding principles that provide a good framework for understanding successful coaching state the functions of coaching	Remember	CO 5	CMBB63.05
7	Explicate & discuss various functions of feedback. Explain objectively in detail with appropriate examples, the word is the purpose of providing a feedback & suggest some guidelines for enhancing the feedback	Understand	CO 5	CMBB63.05
8	Write a complete description & explain each aspect in detail on a) Personal development plans b) Performance feedback.	Apply	CO 6	CMBB63.06
9	Explain objectively in detail with appropriate examples, the word performance review. Examine & Elaborate the aspects involved-in and give suggestions to supervisors to avoid defensive responses?	Analyze	CO 6	CMBB63.06

11	Explicate & discuss various functions of membership or leadership role in professional or trade organizations.	Remember	CO 5	CMBB63.05
12	Elaborate in detail about set goals for meeting these needs, personal development objectives.	Understand	CO 5	CMBB63.05
13	Examine & elaborate the aspects involved-in about direct supervisor role for employee development plans in on organization.	Apply	CO 6	CMBB63.06
14	Write about components of 360 degree performance appraisal and objectives of 360 degree performance appraisal.	Analyze	CO 6	CMBB63.06
15	Elaborate in detail & discuss the roles & functionalities of developmental activities and performance.	Evaluate	CO 6	CMBB63.06
16	Explain objectively in detail with appropriate examples, the word are the different methods of collecting job analysis information and Explain objectively in detail with appropriate examples, the word are the advantages and disadvantages of each technique.	Remember	CO 5	CMBB63.05
17	Managerial appraisal suggested by Harold koontz is just an extension of performance appraisal concept to managers and it is not a new concept.	Understand	CO 5	CMBB63.05
18	Evaluate the significances of performance appraisal in an educational how would you make it more effective?	Apply	CO 6	CMBB63.06
19	Distinguish & Differentiate in clear note, performance appraisal from potential appraisal.	Analyze	CO 6	CMBB63.06
20	Management by objectives is not a technique of performance appraisal but it denotes a systematic process of performance appraisal, elaborate in detail critically.	Evaluate	CO 6	CMBB63.06

#### UNIT-IV

#### REWARD SYSTEMS

##### Part – A (Short Answer Questions)

1	Elaborate in detail & also cite relevant examples for, the concept team performance	Remember	CO 8	CMBB63.08
2	Explicate & discuss various functions of traditional pay plan	Understand	CO 8	CMBB63.08
3	Write about team performance.	Apply	CO 7	CMBB63.07
4	Observe & Elaborate the aspects involved-in about gain sharing	Analyze	CO 7	CMBB63.07
5	Explain in detail & also cite relevant examples for, pay structure	Evaluate	CO 8	CMBB63.08
6	Elaborate & discuss various functions of collective wisdom	Remember	CO 7	CMBB63.07
7	Evaluate & discuss various functions of intrinsic rewards	Understand	CO 7	CMBB63.07
8	Enlist & discuss various functions of contingent pay plan	Apply	CO 8	CMBB63.08
9	Analyze objectively in detail with appropriate examples, the word is broad banding	Analyze	CO 8	CMBB63.08
10	Explicate & discuss various functions of on time rewards	Evaluate	CO 8	CMBB63.08

##### Part – B (Long Answer Questions)

1	Explain objectively in detail with appropriate examples, the reward system and explain the types of reward systems which are related to performance management system and show how they are different from each other?	Remember	CO 8	CMBB63.08
2	Brief objectively in detail with appropriate examples, the word performance related to pay state its features advantages and disadvantages?	Understand	CO 7	CMBB63.07
3	State the reasons for introducing contingent pay plans and Explain objectively in detail with appropriate examples, the word are the factors to be considered while selecting an effective contingent pay plan	Apply	CO 7	CMBB63.07
4	Explicate & discuss various functions of pay structure Elaborate in detail & also cite relevant examples for, the role of job evaluation and broad banding in designing a pay structure	Analyze	CO 8	CMBB63.08
5	Examine & Elaborate the aspects involved-in in detail the role of six legal principles in the implementation of performance management system also Examine & Elaborate the aspects involved-in various measures adopted for resolving legal issues in performance management	Evaluate	CO 7	CMBB63.07
6	Explicate & discuss various functions of the term 'Team state its characteristics and significance in an organization	Remember	CO 7	CMBB63.07
7	Write a complete description & explain each aspect in detail on a) job evaluation b) challenges of team performance management	Understand	CO 7	CMBB63.07
8	Explicate & discuss various functions of job descriptions must be linked to the organizations and the unit's strategic plans.	Apply	CO 8	CMBB63.08
9	Mention in detail & also cite relevant examples for, in detail the concept of rewarding team performance Examine & Elaborate the aspects involved-in various reward strategies for improving employee performance with example.	Analyze	CO 8	CMBB63.08



10	Elaborate in detail & also cite relevant examples for, the six guiding principles/strategies for designing a performance management system including team performance	Evaluate	CO 8	CMBB63.08
11	Describe the different types of teams Elaborate in detail & also cite relevant examples for,?	Remember	CO 8	CMBB63.08
12	How does reward system enhance the performance of employee in on Organization Examine & Elaborate the aspects involved-in.	Understand	CO 7	CMBB63.07
13	State the characteristics and principles of reward system	Apply	CO 7	CMBB63.07
14	Elaborate in detail & also cite relevant examples for, the various types of returns in the reward system.	Analyze	CO 8	CMBB63.08
15	Explain objectively in detail with appropriate examples, the word environmental analysis Elaborate in detail & also cite relevant examples for, the trends to be consider in Conducting an environmental analysis.	Evaluate	CO 7	CMBB63.07

### UNIT-V

#### PERFORMANCE RELETED CONCEPTS

##### Part - A (Short Answer Questions)

1	Explicate & discuss various functions of benchmarking and its features.	Remember	CO 10	CMBB63.10
2	Examine & Elaborate the aspects involved-in six sigma and its advantages.	Understand	CO 10	CMBB63.10
3	Elaborate in detail & also cite relevant examples for, mentoring advantages.	Apply	CO 9	CMBB63.09
4	Explain objectively in detail with appropriate examples, the word are balance scorecard concepts?	Analyze	CO 10	CMBB63.10
5	Elaborate in detail & also cite relevant examples for, about job analysis and job rotation.	Evaluate	CO 10	CMBB63.10
6	Write about advantages of benchmarking& Explain the Benchmarking score system in organizations	Remember	CO 9	CMBB63.09
7	Examine & Elaborate the aspects involved-in accuracy and its importance.	Understand	CO 10	CMBB63.10
8	Analyze& discuss various functions of reproducibility	Apply	CO 9	CMBB63.09
9	Explicate & discuss various functions of checklists write its features.	Analyze	CO 9	CMBB63.09
10	Elaborate in detail & also cite relevant examples for, one-to-one mentoring	Evaluate	CO 10	CMBB63.10
11	Elaborate in detail & also cite relevant examples for, DMAIC	Remember	CO 10	CMBB63.10
12	Examine & Elaborate the aspects involved-in competency mapping	Understand	CO 10	CMBB63.10
13	Elaborate in detail & also cite relevant examples for, E-mentoring	Apply	CO 9	CMBB63.09
14	Elaborate in detail & also cite relevant examples for, about Pygmalion effect	Analyze	CO 10	CMBB63.10
15	Explicate & discuss various functions of formal mentoring	Evaluate	CO 10	CMBB63.10

##### Part - B (Long Answer Questions)

1	Differentiate between traditional job analysis and competency- based job analysis.	Remember	CO 9	CMBB63.09
2	List out the four levels/approaches of benchmarking Examine & Elaborate the aspects involved-in the various points to be considered during benchmarking process	Understand	CO 9	CMBB63.09
3	Comment on the below statements a)The role of six-sigma in HRfunction b)The role of six-sigma team in six-sigmaprocess	Apply	CO 9	CMBB63.09
4	Discuss the Describe competency causal flow model in performance management.	Analyze	CO 10	CMBB63.10
5	Briefly explain a)Building competency models b)Profiling competency framework for a particular role c)Potential assessment center for competency mapping	Evaluate	CO 10	CMBB63.10
6	Explicate & discuss various functions of balance scorecard and explain its purpose and steps.	Remember	CO 10	CMBB63.10
7	Illustrate balance scorecard and Elaborate in detail & also cite relevant examples for, the advantages and disadvantages of balance scorecard method	Understand	CO 10	CMBB63.10
8	Analyze & discuss various functions of coaching and mentoring. Elaborate in detail & also cite relevant examples for, the significance of coaching and mentoring in modern organization.	Apply	CO 10	CMBB63.10
9	Explain objectively in detail with appropriate examples, the word benchmarking and Elaborate in detail & also cite relevant examples for, the objectives and stages involved-in benchmarking.	Analyze	CO 10	CMBB63.10
10	Elaborate in detail & also cite relevant examples for, the advantages and disadvantages of benchmarking.	Evaluate	CO 10	CMBB63.10
11	Explicate & discuss various functions of six sigma state the objectives and features of six sigma	Remember	CO 9	CMBB63.09

12	Explain objectively in detail with appropriate examples, the word is competency mapping Elaborate in detail & also cite relevant examples for, the models of competency mapping in detail?	Understand	CO 9	CMBB63.09
13	Examine & Elaborate the aspects involved-in the different types of measures in balance scored system.	Apply	CO 9	CMBB63.09
14	Classify mentoring programs in detail differentiate between formal and informal mentoring	Analyze	CO 10	CMBB63.10
15	How mentoring is beneficial to mentor, mentee and organization	Evaluate	CO 10	CMBB63.10
16	Differences between formal and informal mentoring.	Remember	CO 10	CMBB63.10
17	Mentoring relationship need not be successful always Elaborate in detail & also cite relevant examples for, the statement with problems associated in mentoring relationship.	Understand	CO 10	CMBB63.10
18	Explain objectively in detail with appropriate examples, the difference between coaching and mentoring	Apply	CO 10	CMBB63.10
19	Examine & Elaborate the aspects involved-in about four factor theory enlist the positive Pygmalion factors.	Analyze	CO 10	CMBB63.10
20	Explain objectively in detail with appropriate examples, the steps involved-in the job analysis process?	Evaluate	CO 10	CMBB63.10

**Prepared by:**

K. Lakshmi Revathi, AssistantProfessor

**HOD, MBA**