

D 136316

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Name.....

Reg. No.....

**THIRD SEMESTER M.B.A. DEGREE (2024 SCHEME) REGULAR
EXAMINATION, JANUARY 2026**

M.B.A. (2024 SCHEME)

BUS3EH04—PERFORMANCE MANAGEMENT

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions, each carries 2 marks.*

1. What are the characteristics of performance management ?
2. How are KPAs identified ?
3. State the scope of activities in assessment and development centre.
4. What is the purpose of post-appraisal feedback ?
5. What is the difference between Kirkpatrick model and Phillips ROI model ?

(5 × 2 = 10 marks)

Part B*Answer any four questions from this section.**Each question carries 4 marks.*

6. How does the Attribution theory contribute to performance management ?
7. What are the determinants of performance ?
8. What are the common pitfalls in the confidential report as a performance appraisal method ?
9. What are the key features of CIPP Model of performance evaluation ?
10. Differentiate between mentoring and coaching.
11. Outline the core dimensions of a helping relationship as per Carkhuff's Model of Human Productivity.

(4 × 4 = 16 marks)

Turn over

Part C

*Answer any three questions from this section.
Each question carries 8 marks.*

12. How does Social Cognitive Theory and Social Learning Theory contribute to performance management ?
13. Explain Individual and Team performance by definition, focus and evaluation and how does management link the two for a balanced and effective appraisal.
14. Discuss with examples on how do you set SMART goals within MBO ?
15. Explain the linkages between performance management and other HR sub-systems.
16. What are the key features of high-performance work systems and how do they impact employees ?

(3 × 8 = 24 marks)

Part D (Compulsory Question, 10 marks)

17. The knowledge intensive IT-enabled service (ITeS) organization in India, which primarily serve the international clients, should realize, in a competitive market, the survival mantra is to exceed the customer expectations, It requires people to develop their competencies, reviewing their knowledge and skills. In ITeS, skill and knowledge life cycles are short and unless it is completely renewed, people become redundant. Replacing people with the hiring of new skill sets is not only expensive but also at times raises performance questions. New hires take time to deliver the results, and the opportunity costs in the process get increased. In a company called Centrix realizing such operational difficulties and cost over-runs, the management decided the introduction of personal development programmes for employees known as 'SHARP EDGE'. Every employee gets the performance feedback in a quarterly performance review meeting with their seniors, who explain the changing skill sets in their verticals and how they can develop such skill-sets within house training supports. The performance review meeting among others also highlights on their skill compatibility based on degree of interchange ability 'SHARP EDGE' programmes are integrated with the long-term business needs of the organization and allow credit points to the employees who acquire the new skill sets. Learning of acquisition of skills could only be established when employees obtain an external certification after in-house learning and implement successfully their learned knowledge in their changing work process. Credit points help the employees in career advancements and pay rise in annual performance reviews. Starting 'SHARP EDGE' helped the company retain the manpower and reduce the costs of manpower redundancies. Over and above, the company could stay ahead in competition.

Questions :

- (a) What steps did Centrix company take to reduce redundancies in its manpower ?
- (b) Can you call Centrix a learning organization, if yes how did it stay ahead of the learning curve ?

(10 marks)