



PG – 1099

**III Semester M.B.A. Degree Examination, February 2016  
(CBCS) (2014-15 and Onwards)  
MANAGEMENT**

**Paper – 3.5.3 : Performance Management Systems**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

Answer **any five** of the following questions. **Each** question carries **five** marks. **(5×5=25)**

1. What is PMS ? How different is PMS from performance appraisal system -- PAS ?
2. Who are high performance individuals ? What are the ways through which high performance individual have to be managed ?
3. Define the following concepts :
  - a) Mentoring
  - b) Competency
  - c) Halo effect
  - d) Job description
4. Define expatriate. What are the various factors to be considered by evaluating expatriate employees ?
5. What are the common problems encountered during assessment ?
6. Discuss the advantage and disadvantage of any two appraisal methods that are used in Indian organisation.
7. What would be the role and responsibility of HR manager during the times of performance management process ?

**SECTION – B**

Answer **any three** questions. **Each** question carries **ten** marks. **(3×10=30)**

8. Define performance. What are the various drivers of performance ?
9. Explain the legal issues associated with performance appraisal.

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10. What are the emerging trends and practices of PMS practised in Indian organisations ?
11. Write short notes on :
- Performance management prism
  - Six sigma and bench marking.

## SECTION - C

12. This is **Compulsory** Section. Case study. (1×15=15)

Read the following situation and answer the questions below.

Different teachers/lecturers have different kinds of competencies and skills. Some teachers have good communication skills, some of them have excellent presentation skills, some of them have expert and practical knowledge in their area of specialization through their long service in some organization and some of them have the competencies to understand their students and their social, emotional and intellectual needs. Each faculty have in them the competency and skills depending on their exposure and maturity in the field.

There is a newly established B-School in Bengaluru, with few faculty already appointed, and few are yet to be appointed. The management wants an expert opinion from a professional, who is well versed about the academic field. You are working as a consultant and you have expertise in the area of academic and educational background. You are called by the management to make a blue print document, for competency mapping of teachers leading for better performance and results for day-today functioning in management department. The management is more concerned with the performance of this new faculty, who will be recruited soon, and they want an expertise opinion from you, as to what should be the selection criteria and skills assessment and core competency that is needed. You have the following task to perform :

- A) Draw a Skills and Competency map required for HR faculty. What are the various skills that HR faculty should be needed for better performance ? 8
- B) Draw a Skills and Competency map required for general management teachers. What are the various skills that HR faculty should be needed for better performance ? 7