

School of Business

MBA
ETE - May 2023

Time : 3 Hours

Marks : 50

Sem IV - MBHR6014 - PERFORMANCE MANAGEMENT SYSTEMS

Your answer should be specific to the question asked

Draw neat labeled diagrams wherever necessary

1. Why has performance counseling in the organizational context ended up being a dreaded dialogue? Elaborate. K2 CO1 (2)
2. Outline the process of performance planning. K2 CO2 (2)
3. Discuss the key features of Balanced Scorecard. K4 CO3 (2)
4. Elaborate the term "performance monitoring". K4 CO4 (2)
5. Discuss the performance counselling skills. K4 CO5 (2)
6. What are the different aspects of the working environment that can impact employee performance? Examine and elaborate with relevant examples. K4 CO1 (5)
7. Shishir joined a private sector IT firm as HR Manager. He had five years of experience in a public sector manufacturing enterprise prior to this assignment. The general manager assigned Shishir the task of conducting performance appraisal in the organization. Will there be any difference in the process of performance appraisal in the private sector IT firm and a public sector manufacturing firm? What should be the approach of Shishir. K4 CO2 (5)
8. Post-Covid many of the organizations have made changes in work processes due to online or hybrid mode of working. In your opinion what are the challenges do you think that HR office and organizations are facing for the performance assessment of their employees. Suggest the strategies to overcome this K5 CO5 (6)
9. Q. Select, which method/s of appraisal is most suited for appraising the following categories of employees and why? Analysis has to be presented for each profile separately. K5 CO3 (8)
A) Tele Sales
B) IT Professionals
10. You were just promoted to manager of a high-end retail store. As you are sorting through your responsibilities, you receive an e-mail from HR outlining the process for performance evaluations. You are also notified that you must give two performance evaluations within the next two weeks. This concerns you, because you don't know any of the employees and their abilities yet. You aren't sure if you should base their performance on what you see in a short time period or if you should ask other employees for their thoughts on their peers' performance. As you go through the files on the computer, you find a critical incident file left from the previous manager, and you think this might help. As you look through it, it is obvious the past manager had "favorite" employees and you aren't sure if you should base the evaluations on this information. How would you handle this situation and recommend the strategies for effective performance monitoring system. K5 CO4 (8)
11. **Read the following case and answer the questions given at the end.** K6 CO5 (8)

Front Range Medical Associates (FRMA) is a small medical practice owned by four doctors who are general practitioners. The mission of FRMA is to provide the best health care and medical assistance for the families of Granite, a mid-sized city at the base of the Rocky Mountains. FRMA employs three clerical employees, four nurses, two physicians' assistants, two laboratory technicians, and a custodian. Since this company is in the United States, one clerical employee spends most of his time identifying what insurance coverage is available to the various patients and negotiating costs with the various insurance companies. Although the company has employed some of the employees since 1974, it has relied on generic job descriptions and the institutional memory of Lenore, the head clerk, and Roseanne, the head nurse. However, Roseanne retired last summer and Lenore is planning to retire in a year. The nurses now report directly to the doctors, who also oversee the physicians' assistants. The doctors have noticed that the previously well-run underpinnings of their practice have developed some glitches. They have hired you to help them get things running smoothly again and implement performance management system effectively.

Question

You are advising FRMA about developing a performance plan and performance feedback counselling for the employees in the practice. What factors should he consider in developing this plan?