

Register No.: Name:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

FOURTH SEMESTER MBA DEGREE EXAMINATION (S), SEPT 2022

(2020 Scheme)

Course Code : 20MBA212

Course Name: Performance Management

Max. Marks : 60

Duration: 3 Hours

PART A

(Answer all questions. Each question carries 2 marks)

1. List the concerns of performance management.
2. Outline the performance management process.
3. Illustrate the process of protégé development.
4. How the purpose of documentation supports Performance Management?
5. “Top managers play a significant role in Performance Management”. Is this statement true?

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. Summarize the bobo doll experiment under the social cognitive theory.
7. Identify the importance of role profile with the help of an example.
8. Explain the golden rules of conducting a performance review.
9. Compare and contrast between the traditional and modern performance appraisal methods.
10. Identify the role of performance management in employee engagement with the help of an example.

PART C

(Compulsory question, the question carries 20 marks)

11. Under the reign of its former CEO, Jack Welch, General Electric was the most well-known proponent of annual performance ratings and forced distribution curves.

For decades, GE operated a “rank and yank” system, whereby employees were appraised and rated once a year. Afterwards, the bottom 10% were fired. Not exactly a recipe for employee engagement! Such an environment is a breeding ground for unhealthy competition, reduced teamwork and employee burnout.

In 2015, under CEO Jeff Immelt, GE announced it was replacing this approach with frequent feedback and regular conversations called “touchpoints” to review progress against agreed near-term goals. This new approach was supported by an online and mobile app, similar to our own Clear Review performance management tool, which enables employees to capture progress against their goals, give their peers feedback and also request

feedback.

Managers will still have an annual summary with employees, looking back at the year and setting goals. But this conversation is more about standing back and discussing achievements and learnings, and much less fraught than annual reviews.

- a) Identify the differences between the old system and the new system of performance rating introduced by the company?

Marks (10)

- b) As a manager of GE, which performance management rating system you would suggest for your employees and why?

Marks (10)
