Register No.: ……………………………… Name.: …………………………………………………………………

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

FOURTH SEMESTER MBA DEGREE EXAMINATION (Regular), JULY 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. Define Performance Management.
2. Recall role profile with the help of an example.
3. List out the various performance review skills.
4. What are the objectives of reward management.
5. List the purpose of documentation.

PART B

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

6. Identify the application of the theoretical framework in relation to performance management.
7. Explain the performance management cycle with the help if a diagram.
8. Illustrate the performance review skills with the help of an industrial example.
9. Show the linkage of performance management to reward and compensation system.
10. How will you make use of performance appraisal methods to motivate an employee of your own company?

PART C

(Compulsory question, the question carries 20 marks)

11. Adobe was the forerunner of change when they abandoned annual performance appraisals back in 2012. They felt that while they were forging ahead and evolving as a company, their performance management system was archaic and ineffective. It was a waste of time and had, ultimately become a box-ticking exercise. Adobe estimated annual appraisals consumed 80,000 management hours each year. This was the equivalent of nearly forty full-time employees working year-round. Clearly, a change was needed.

    Adobe replaced annual appraisals with regular one-on-one check-ins, supported by frequent feedback — both positive and constructive. There are no performance ratings or rankings and they allow different parts of the organization to determine how frequently they should hold check-in conversations, based on their work cycles. Now that forced ranking has been abolished, employees at Adobe are assessed based on how well they meet their goals.
    Managers are also trained on the nuances of giving and receiving feedback. The result has been a marked increase in employee engagement, with voluntary turnover decreas-

ing by 30% since check-ins were introduced.

a) Identify the main reasons why Adobe introduced the continuous performance management system in place of performance appraisals?

Marks (10)

b) Assume yourself as the HR manager of Adobe, develop a business strategy in order to encourage and engage the employees with the current change?

Marks (10)

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