M.A. DEGREE EXAMINATION,NOVEMBER 2019
I Year II Semester
Performance Management

Time : 3 Hours   Max.marks :75

Section A $(10 \times 2 = 20)$ Marks

Answer any **TEN** questions

1. Define performance management
2. What is performance review
3. What is Hallo Error?
4. Write a short note on personal development plans.
5. What is job evaluation?
6. Define reward system.
7. Who should provide performance information?
8. What is performance consulting
9. Write short note on competency management.
10. Define career planning
11. Meaning and objective of Balance score card.
12. What is job specification?

Section B $(5 \times 5 = 25)$ Marks

Answer any **FIVE** questions

13. Describe the characteristics of an ideal PM systems
14. Explain the role of the appraiser.
15. What is performance appraisal? Describe its objectives
16. Explain the role of the performance consulting
17. Explain the determinants of performance
18. What are the various approaches to measure performance?
19. Briefly explain the reward systems of performance management.

Section C $(3 \times 10 = 30)$ Marks

PART - A - Case Study - Compulsory Question

20. It is January. You are the regional manager of a chain of stores selling computer equipment and accessories, mainly based on out-of-town retail parks. Following promotion, a new manager has just been appointed to the Preston store which employs 20 staff. The store is currently experiencing a number of challenges which you wish the new manager to address. Among the store's problems are the following:

A growing absence problem among the store's staff.

Deterioration in staff morale, largely due to the unpopularity of the previous manager who left suddenly about a month ago.

Sales have been falling since a rival opened up a store on the same site. It is well known that the rival chain's products are not only cheaper, but much more unreliable.

The lease on the current property expires in July. The company has an option on a store of similar size on the far side of town. The rent on the alternative store would be cheaper, but it is unlikely that all the current employees would be prepared to transfer to the new store. You need to get your manager to investigate this issue.

The newly-appointed manager, although highly competent as a team manager has admitted that financial management is not his strong point.

The company has a formal appraisal process for all staff, but the previous manager is known to have neglected this area. As regional manager you wish to address this issue.

Although many of the in-store employees have long service, there is still a problem in retaining newly-appointed staff. Labour turnover currently stands at 15% although the norm for the retail sector is 10%.

The company operates an annual employee opinion survey. In the last survey, employees in the Preston store collectively raised concerns over lack of training. You have allocated 10,000 for employee development for the store.

The telephone bill for the store is twice that of other stores in the chain. Occasional personal calls from the employee rest area are allowed, providing that permission has been given by the store manager.

The manager of the smaller Blackpool store is currently on sick leave and you, the regional manager, have agreed that a suitable temporary replacement will be provided from the Preston branch. Based on the above

issues, select which you think are the six most appropriate to be included in an annual performance management plan, and compile a suitable set of performance objectives for your newly appointed manager, complete with measures and timescales.

PART - B

Answer any **TWO** questions

21. Discuss in detail about the various reasons for poor performance

22. Briefly discuss the 360 degree feedback system. What are its merits and demerits?

23. Describe performance behaviour. How does it contribute to organisation and people development.

24. Explain the need and role of performance consulting.