



SHEKHAWATI INSTITUTE OF TECHNOLOGY
DEPARTMENT OF MANAGEMENT STUDIES
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1st Mid - Term Examination 2017-18 (MBA 4th Sem.)
 Subject Code & Name - Performance Management & Retention Strategies (M- 431)

Max. Marks - 30
 Time - 01.30 hrs

Sec "A"

1Q:- What is performance management system? How performance management system different from performance appraisal system?

Ans:- Performance management is basically a managerial process which consists of planning performance, managing performance through observation and feedback, appraising performance and rewarding performance. It is a holistic and ~~multi~~ disciplined approach which includes planning, monitoring, developing, rating and rewarding employee performance.

The term "performance appraisal" is different from the term "performance management."

	<u>Performance appraisal system</u>	<u>Performance management system</u>
(1)	Emphasis is on relative evaluation of individuals	emphasis is on performance improvements of individuals, team and the organisation.
(2)	Emphasis is on ratings and evaluation	Emphasis is on performance planning, analysis, appraisal and development.
(3)	Designed and monitored by HR Dept.	Designed by HR Dept. but could be monitored by the line departments.
(4)	Focus on identifying developmental needs at end of the appraisal year.	Focus on identifying developmental needs on the beginning of the appraisal year.
(5)	It is linked to promotions, transfer, training and development.	It is linked to performance improvement.

Q:- Define the concept of performance appraisal? What is the role of appraisals in performance management?

Ans:- Performance appraisal
Performance appraisal may be defined as a structural formal interaction between a subordinate and a ~~behaviour~~ supervisor, that usually takes the form of a periodic interview, annual or semi annual, in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skill development.

Role of Appraisals in performance management

Performance management is a continuous process, although its appraisals are periodic activities. Thus as a process performance management is a dynamic process, although its evaluation or appraisals are static. With this, we understand performance appraisals as subsets of performance management. On the other hand, performance management is not possible without performance appraisal. It helps organisation assess where they stand vis-à-vis their competitors in terms of effectiveness in performance. Appraisals do not just reduce the individual performances with one another, and in the process facilitates in taking performance related decisions.

3Q: What is competency mapping? Explain various approaches of Competency mapping?

Ans: Competency mapping

Competency approach to job depends on competency mapping. Competency mapping is a process to identify key competencies for an organisation and incorporating those competencies throughout the various processes of the organisation.

Some major approaches of competency mapping are :

- (1) Assessment Centre.
- (2) Critical Incidents technique.
- (3) Interview Techniques.
- (4) Questionnaire
- (5) Psychometric Tests.

4Q: write short note on:

- (A) Performance planning
- (B) Performance coaching.

Ans: Performance planning:

Performance planning is based upon different expectations of the appraiser and appraisee. The first formal step in the performance management process ~~the~~ is the performance planning session, a meeting between employee and manager.

There are six steps in performance planning :

- (a) Identifying job performance activities
- (b) Developing a final list.
- (c) Determining priorities
- (d) Developing performance expectations
- (e) Setting goals.
- (f) Setting checkpoints.

(B) Performance Coaching

Performance Coaching - is a means and not an end in itself. Development does not occur just because there is coaching. Coaching could be an effective instrument in helping people integrate with their organisations and have a sense of involvement and satisfaction. Coaching is a process that enables learning and development to occur and thus performance to improve.

Conditions for effective Coaching:

The following are necessary for effective Coaching:

- ① General climate of openness and mutuality.
- ② General helpful and empathic attitude of management.
- ③ uninhibited participation by the subordinates in the Review process.
- ④ dialogic relationship in goal-setting and performance Review.
- ⑤ focus on work oriented behaviour.
- ⑥ focus on work related problems and difficulties.

5Q: Define competency? what are the competencies are required by HR professionals. (4)

Ans: Competencies is the term currently in vogue to refer to the broad area of skills, abilities and behaviour. Skill refer to the measurable and observable abilities that have been developed through practice, training or experience.

Definition According to Hogg B. (1989)

Competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another.

Competencies of HR professionals

- (1) knowledge of the business.
- (2) Delivery of HR practices.
- (3) management of change.
- (4) management of culture
- (5) personal credibility.

6Q: Case study:

Shekhar is manager - Customer Care in a leading consumer durable manufacturing company. The company had been attracting talented people at the entry level of various supervisory, employee and managerial positions. But the company had been losing a large of them within two three years of their joining. As a result of a consultant's recommendation the management decided to re-design its performance appraisal system with a strong quality orientation and to ~~retrain~~ train the managers and supervisors in the effective use of performance appraisals.

- Q: (a) what is quality approach to performance appraisal? what is its goal?
 (b) what concrete suggestions would you recommend to the management to make the appraisal quality-oriented and effective in the organisation?

(a) Ans: Two fundamental feature of quality approach to performance appraisal are:

(a) A customer orientation (b) A prevention approach to error
 Improving customer orientation is the primary goal of the quality approach

(b) Ans: A performance management system designed with a strong quality oriented by:

- (1) Emphasize on assessment of both person and system factors in the measurement system.
- (2) Emphasize that managers and employees work together to solve performance problems.
- (3) Involve both internal and external customers in setting standards and measuring performance.
- (4) use multiple sources of evaluate person and system factors.