

**July 2013**

**Bachelor of Business Administration (BBA) Examination  
VI Semester**

**Performance Management**

Time 3 Hours]

[Max. Marks 80

**Note : Attempt any four Questions (out of seven questions) from Section A. Each question of Section A carries 15 marks. Section B is compulsory and carries 20 marks.**

**Section A**

1. Define Performance Appraisal Also, mention objectives of performance appraisal. What impact does performance appraisal system have on motivation of employees ?
2. Why feedback is considered as the most important element of performance management system ? How a robust performance management system is designed ?
3. Define Learning. Explain social learning theory in detail with appropriate examples.
4. Define Potential Appraisal and its objectives. Explain in detail HRD mechanisms and its outcomes.
5. Explain competency and approaches to competency analysis. Discuss the tools to identify the competencies in employees.
6. Describe the concept of Performance Counselling. Explain the performance counselling skills and its importance in enhancing organizational efficiency.
7. Write short notes on any three of the following-
  - (a) OB Modification.
  - (b) Competency Mapping.
  - (c) Challenges in HRD.
  - (d) Performance Appraisal Vs Potential Appraisal.

**Section B**

**WANTED - GOOD SECRETARY**

**Background Information**

For over three years, Bernard Malinowski had been the manager of the Customer Service Department at Buford department store. After nearly six years working in various customer service assignments, he still enjoyed the work of responding to the inquiries, requests, and complaints of Buford's various retail customers. He felt it was a way to help the customers and Buford at the same time.

He supervised five service representatives who dealt directly with the customers. At times, the service representatives would also support different marketing programs and initiatives. There was one secretary for the department who provided the administrative and clerical support needed to keep the department running efficiently. Bernard realized all too well how important it was to have a top-performer in that position. That was why he was so concerned - and surprised - by the recent performance of his new secretary, Betty Lyons. Bernard's expectations had been high when he hired Betty two months ago. He thought she would be the one who might stick around and solve the "revolving door" problem he had experienced with every former occupant of that job. But now, he started to think about replacing Betty.

When she started in Customer Service, Betty seemed to be the ideal worker: She was energetic, cared about doing a good job, worked hard, and got along well with her co-workers. But here she was, making the same old mistakes all her predecessors had made. He ticked off in his own mind the by-now familiar list of problems:

- Letters to customers always looked sloppy and poorly composed. The recent addition of a word processor to the unit had not resulted in any improvements.
- The turnaround time for producing the letters was too long, often seeming to take two or three days from the date of submission.
- Filing and record keeping duties piled up and never seemed to be completed on any sort of timely or up-to-date basis.

To make matters worse, recently she had started complaining of being "overworked". Indeed, Bernard overheard her say to one of the service representatives just yesterday: "Have they ever told you what they expect you to do or what the priorities are around here? I'm so busy and pulled in so many directions. I can't do everything. And I don't know what I'm supposed to do first."

Bernard knew she was not performing up to standard, and that he would have to act soon. He thought to himself: "It's funny, but the good ones always seem to have the most problems. When they do their work well, we give them more to do and then, bang, their work falls to pieces, the mediocre ones always stay mediocre - just getting the job barely done." Bernard felt the people should derive satisfaction from completing a job done well - and if not, well, he did give them a pay raise once a year. "That should be reward enough," he thought.

And that was all the reward he gave them.

### Case Questions :

1. Is there a performance problem?
2. Describe the issues.
3. How should Bernard respond?

