S. S. Jain Subodh Management Institute

MBA IV Semester M-431 Performance Management System Sample Questions

Part A: Short answer question (up to 25 words)

Part B: Analytical/ problem Solving questions

Part C: Descriptive/ Analytical/ Problem Solving/ Case questions.

PART A

Short Questions to be answered in 25 words

UNIT I

Q1 Define	Performance	Management	System
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- Q2What is Performance Planning?
- Q3 What do you understand by Performance Coaching?
- Q4 Why is Performance Appraisal important for an organization?
- Q5 What is 360 degree appraisal?

UNIT II

- Q6What is performance appraisal
- Q7 what is the main objective of performance appraisal
- Q8 what do you understand by assessment center
- Q9 what is self assessment
- Q10 what is 360 degree performance

UNIT III

- Q11Define Strategic planning
- Q12 Is it important to link performance management to the strategic Plan?
- Q13 What is the purpose of a strategic Plan?

UNIT IV

- Q14 What do you understand by performance Coaching
- Q15 Explain what is meant by counseling.
- Q16 Is feedback important?
- Q17 How can Training needs be assessed?

UNIT V

- Q18 Define Potential Appraisal
- Q19 Why is Potential Appraisal important?
- Q20 What is the objective of Potential Appraisal?

UNIT VI

- Q21 Define balanced scorecard
- Q22 What is an HR score card
- Q23 What do you mean by High performance culture

UNIT VII

- Q24 What do you understand by personal development?
- Q25 What is performance linked remuneration system?
- Q26 What do you mean by employee retention?

UNIT VIII

- Q27 Define Ethics
- Q28 What is the objective of performance Management Ethics
- Q29 What do you mean by code of conduct

PART B

Questions to be answered in under 100 words

UNIT I

Q1 Explain the Significance, concept and of Performance Planning. What are the main points to be kept in mind to ensure proper performance planning.

Q2What is the role of Appraisals in Performance Management and what are the Traditional and Modern methods of Performance Appraisal

Q3What are the characteristics of an ideal performance management system what role does the performance management system play in the effect and efficient application of Human Resource Management

Q4what do you understand by performance maintain and performance coaching How does it differ from the concept of training and development.

UNIT II

Q5 Define Performance Appraisal. How does it differ from Performance Management? Discuss the objectives of Performance Appraisal.

Q6 Outline the process of Performance appraisal. Use a flow chart to depict the steps involved.

Q7What is self assessment and why is it important? Discuss the role of self assessment in performance appraisal.

Q8 Write short notes on-

- i) Assessment Centers
- ii)MBO

UNIT III

Q9 What is the objective of a strategic plan? What are the elements that are important to consider while formulating a strategic plan?

Q10 Discuss the process of linking Performance Management to the strategic plan

Q11 Explain the process of Performance Management and state how an understanding of the overall Strategic Plan can help the entire process more effective.

UNIT IV

- Q12 Discuss the need, importance and significance of Performance Coaching.
- Q13 Discuss feedback in organizations. Why is Feedback important to the outcome of performance?
- Q14 How can we train superiors in the organization to give constructive feedback. Give examples of constructive feedback versus destructive feedback.

UNIT V

- Q15 Discuss the meaning, importance and objective of Potential Appraisal
- Q16 How can Potential appraisal change the way we approach recruitment, selection and performance appraisal? Give examples to explain.

UNIT VI

- Q17 Discuss the different perspectives and benefits of Balanced Score card.
- Q18 What is the HR Scorecard approach? What is the process of developing an HR Scorecard?
- Q19 Discuss the use and Benefits of HR Scorecard.
- Q20 Write a note on how an organization can build a High performance Culture

UNIT VII

- Q21 How are personal development plans made for an organization and why are they so important?
- Q22 Discuss the factors responsible for high employee turnover and what are the strategies to retain employees.

Q23 Write a note on performance linked career planning and career planning.

UNIT VIII

- Q24 Discuss the ethical perspective in Performance Appraisal system
- Q25 Discuss the Ethical Dilemma in Performance Management
- Q26 Write a note on the code of ethics that must be in place at the workplace.



PART C

Long answer questions or Case study (to be answered in great detail)

UNIT I

Q1As the human resource manager of a large multinational Bank you have been given the task of applying the performance management system in order to reduce the gap between the desired levels of performance and the actual performance of employees write the detailed note as to how you will go about planning to implement a performance management System in your company

CASE STUDY

Accenture Abandoned Ratings for performance Development

As of September 2015, Accenture, one of the largest companies in the world, disbanded its former ranking and once-a-year evaluation process. Like many other organizations like Adobe and GE, Accenture has decided to put frequent feedback and conversations at the heart of its new process and focus on performance development, rather than performance rating.

As Accenture's CEO, Pierre Nanterme, stated at the time "It's huge, we're going to get rid of probably 90 per cent of what we did in the past."

As Ellyn Shook, Chief HR Officer at Accenture, stated: "Rather than taking a retrospective view, our people will engage in future-focused conversations about their aspirations, leading to actions to help them grow and progress their careers."

Qi) Do you think a change in the Performance Management Systems is the need of the hour. In the light of the case given above discuss.

UNIT II

- Q2 Define performance appraisal and discuss the traditional and modern methods of performance appraisal high lighting the advantages and disadvantages of each of these
- Q3 What is MBO and what is the process of carrying out MBO? Discuss the role that MBO can play in Performance appraisal.

Case Study

When we look at what many organisations have implemented in the area of performance management, we can see some evident trends emerging, which are likely to form the basis of performance management for the years to come. These trends are:

- Regular one-to-one performance conversations, or "check-ins", initiated by the employee.
- Frequent, in-the-moment, positive and constructive feedback from peers and managers Near-term objectives rather than annual objectives. Setting and reviewing objectives regularly, rather than once a year.
- Forward-looking performance reviews, focusing more on development and coaching and less on assessment.
- Dropping performance ratings.
- Performance processes supported by mobile-friendly, online performance management software.
- Q i) What are the various Performance Management Lessons to Be Learned and implemented in the contemporary business scenario

UNIT III

Q4 Discuss Performance management in an organization and explain how it can help contribute towards achieving the strategic plan in place for the organization.

UNIT IV

Q5. Cargill Introduced Coaching Conversations in Place of Annual Appraisals

Cargill, the US food producer and distributor, started to transform its traditional performance management processes back in 2012, when it introduced "Everyday Performance Management".

Cargill removed performance ratings and annual review forms and instead focused on managers having frequent, on-the-job conversations and giving regular, constructive feedback. They have made this work by:

- Regularly rewarding and recognising managers who demonstrate good day-to-day performance management practices.
- Sharing the experiences and tips of their successful managers.
- Holding teams accountable for practising day-to-day performance management.
- Building the skills needed to succeed at Everyday Performance Management, including effective two-way communication, giving feedback, and coaching.

The outcome has been impressive, with 70% of Cargill employees now saying they feel valued as a result of their ongoing performance discussions with their manager.

Qi)Discuss the system of Everyday Performance Appraisal started at Cargill. What are your thoughts on it?

UNIT V

Q6. CONTINUOUS PERFORMANCE MANAGEMENT AT ADOBE

Performance management is an ever-evolving field. The more we learn, the better we can adapt our performance management systems to make our companies healthier, more motivational places to work. This is why it is so important to keep up with the latest performance management trends. Companies who fall behind lose out to their competitors. They also run the risk of losing their best performers along the way. Since 2012, companies all over the world have been moving away from old-fashioned annual appraisals and towards continuous performance management. More than ever before, human resources executives and line managers alike understand the human need for regular feedback, effective coaching and human interaction.

A number of revolutionary companies have led the way in dramatic changes to how organisations — both Fortune 500 multinationals and SMEs — conduct their performance reviews and motivate their employees. In their wake, companies the world over are adapting their performance management practices and readjusting their once-firmly held beliefs regarding performance ratings and annual performance appraisals. Some organisations have shaken up their existing processes and have reaped significant benefits in terms of productivity, employee engagement, morale and performance. One such company is Adobe.

Adobe Introduced Continuous performance Management in Place of Performance Appraisals. 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 organisation 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 decreasing by 30% since check-ins were introduced. This makes Adobe a performance management case study we should all be aware of.

Question (i) What were the problems Why do you think Adobe opted for a change in the way appraisals were done?

Question (ii) What can companies learn from the example of Adobe? Explain the system of continuous Performance Appraisal adopted by Adobe.

UNIT VI

Q7. High Performance Culture at Netflix

Netflix has a strong focus on its culture. It describes itself as being in a creative-inventive market. No one can doubt their success.

In universal terms, Netflix prides itself on having a culture that embraces the two pillars of freedom and responsibility. It lists nine qualities and behaviours that it values:

- 1. **Judgement** make wise decisions, treat root problems, prioritize work
- 2. **Communication** be concise and articulate, listen well, be respectful and calm under stress
- 3. **Impact** accomplish great amounts of important work, reliable, focus on great results rather than process, avoid analysis-paralysis
- 4. **Curiosity** learn rapidly and eagerly, seek to understand, broadly knowledgeable, and contribute beyond own specialty
- 5. **Innovation** find practical solutions to hard problems, challenge prevailing assumptions, create useful ideas, minimize complexity
- 6. **Courage** say what you think even if controversial, make tough decisions without agonizing, take smart risks, question actions inconsistent with values
- 7. **Passion** inspire others to excellence, care about company's success, celebrate wins, tenacious
- 8. **Honesty** candor and directness, non-political, no backbiting, admit mistakes
- 9. **Selflessness** seek what's best for company, ego-less regarding best ideas, help colleagues, share information proactively

Managers at Netflix use a unique employee evaluation tool called "The Keeper Test." It goes like this: "Which of my people, if they told me they were leaving for a similar job at a peer company, would I fight hard to keep?"

To understand this better, the idea of hard work is not relevant to the Netflix culture. Sustained B-level performance, despite one's efforts, will win a generous severance package. To counter that, a sustained A-level performance, despite minimal effort, gets more responsibility and great pay. This high-performance culture is made for those who thrive on excellence, candour and change. They value those who are self-motivating, self-

aware, self-disciplined, self-improving, and (this I especially love!) those who act like a leader but who will pick up trash from the floor.

One surprising idea in Netflix's culture is that they believe that optimizing processes is a negative. Instead, they pursue flexibility over safer efficiency. Their option to growth and chaos is to "avoid chaos as you grow with ever-more high-performance people – not with rules." This allows them to leverage self-discipline and attract creativity.

They use a quote from Antoine de Saint-Exupery, author of The Little Prince, which speaks volumes about their culture:

"If you want to build a ship, don't drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea."

This quote almost encapsulates the Agile way.

- Qi) What do you think is the reason for Netflix's success
- Qii) Dicuss the main qualities and beliefs that Netflix values and how they impact the performance of its employees.
- Qiii) What is the unique evaluation tool used at Netflix

UNIT VII

Q8. Case Study: How Deloitte Saved 2 Million Working Hours per Year with Weekly Employee Check-Ins

In 2015, Deloitte was the first big name to announce it was scrapping once-a-year performance reviews, 360-degree feedback and objective cascading. This change occurred after the company calculated these processes were consuming a remarkable two million hours a year across the organization.

Deloitte's new performance management process requires every team leader to check in with each team member once a week to discuss near-term SMART goals and priorities, comment on recent work and provide coaching. The check-ins are initiated by the team members, rather than the team leaders to ensure these check-ins take place frequently. This also serves to give employees a sense of ownership over their work, role and time.

These weekly employee check-ins are supported by quarterly reviews when team leaders are asked to respond to four future-focused statements about each team member. Rather than asking team leaders what they think of the team member — which is what traditional performance ratings do — they ask what the team leader would do with the team member.

Question i) Explain what the problem was that Deloitte looked for a way to improve performance

Question ii) Discuss the changes brought about at Deloitte that helped not only to improve performance but also save money.

UNIT VIII

Q9. General Electric (GE) Put an End toForced Ranking performance Management Under the reign of its former CEO, Jack Welsh, 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 "touch points" 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.

Question1) Why do you think GE put an end to Forced Ranking performance Management?

Question2) What do you think about the new system. If you were made the CEO of GE today what changes would you propose in this area.