SL No of QP:9845
Unique Paper Code (UPC): 2923060026
Name of the Paper: Performance Management
Name of the Course: Bachelor of Management Studies-BMS
Semester: 7^{th}
Duration: 03 hours
Maximum Marks: 90 marks

Instructions:
- Attempt 5 questions in total. All questions carry equal marks.
(Attempt any 3 questions from Q1-Q4 and Q5 & Q6 are compulsory)
- Clearly write the question number before attempting any question
- Attempt all parts of a question together

Q1. "For performance management systems to be effective, they must be aligned with organisational strategy, operations, values, and long-term goals."
Discuss how performance management systems can be aligned with organisational strategy, operations and values; esp. for organizations involved in the retail/sales industry. Illustrate your answer with suitable examples.

Q2. "Performance appraisal processes are often weakened by issues such as rater biases, procedural flaws and other such challenges; compromising the integrity and usefulness of the entire exercise and leading to dissatisfaction amongst the employees."
Comment upon this and discuss common errors in performance appraisal and how they impact the effectiveness of the appraisal process. Suggest methods to improve appraisal accuracy and fairness. Support with examples.

Q3. "Managing underperformance is one of the most difficult aspects of performance management for line managers."
Analyse the causes of underperformance in organisations. Discuss various managerial approaches to handling underperforming employees. How should an organisation tackle underperformance caused by poor behaviour of the line managers themselves. Support with relevant examples.

Q4. "Performance management systems across multinational organisations face unique challenges due to cultural, structural, and contextual differences."
Highlight some cultural challenges in PM for international operations. Discuss international performance management with reference to subsidiaries of multinational corporations and expatriate performance management. Support with suitable examples.

Q5. Short answer questions (Answer any 3, 6 marks each) (Compulsory)
a. Managing (and appraising) individual performance within teams.
b. Financial vs. non-financial rewards
c. Redesigning PMS for a hybrid workforce
d. Technology and analytics in PMS
e. Balanced Scorecard approach for PMS

Q6. Case Study (Compulsory)

Introducing 360-Degree Feedback in a Banking Organisation

A large private-sector bank in India plans to introduce 360-degree feedback for its middle-management cadre as part of its leadership development initiative. The bank operates in a highly competitive environment, with increasing regulatory scrutiny, customer expectations, and digital disruption.

Historically, the bank's performance appraisal system has been top-down, rating-driven, and closely tied to sales targets, compliance metrics, and branch profitability. While this approach has ensured financial discipline, it has also resulted in complaints about authoritarian leadership styles, weak people-management skills, and burnout among frontline teams.

HR believes that introducing 360-degree feedback—incorporating inputs from peers, subordinates, internal stakeholders and customers—can improve leadership behaviour, collaboration, and self-awareness. However, middle managers are apprehensive. Many fear that subordinate feedback may be biased, politically motivated, or used punitively. There is also concern about confidentiality, misuse of data, and lack of trust in how results will be interpreted.

Equally concerning are challenges revolving around collecting and receiving accurate feedback from customers with issues primarily centering around the depth of the questions in the feedback from, manipulation by the employees and grudge feedback from customers.

Past initiatives have failed due to poor communication and inadequate training. Managers were not coached on how to receive feedback constructively, and feedback reports were often shared without developmental support. Additionally, the bank's strong performance-linked incentive structure raises fears that 360-degree feedback may indirectly (and most likely negatively) affect compensation and promotions.

HR is now debating whether 360-degree feedback should be purely developmental or partially evaluative, how anonymity should be protected, and how managers should be trained to use feedback meaningfully.

Answer all three questions (6 marks each)

a. Identify the major issues that affect the effective implementation of this 360 degree feedback system.
b. Analyse the potential benefits and risks of implementing 360-degree feedback in the banking organisation, considering organisational culture, trust, and managerial readiness.
c. Design an implementation framework for 360-degree feedback that ensures fairness, confidentiality, acceptance, and developmental impact.