

TILAK MAHARASHTRA VIDYAPEETH, PUNE
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)(071)
EXAMINATION: MAY - 2026
SEMESTER - VI
Sub.: - Performance Management (BBA 23-615 HRM)

Date : 20/05/2026

Total Marks : 60

Time: 10.00 am to 12.30 pm

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

Q. 1. Choose the most appropriate option. (05)

1. A company integrates goal setting, performance review, and employee development into one system. This represents which component of performance management?
 - a) Performance planning
 - b) Performance appraisal
 - c) Integrated performance management system
 - d) Compensation structure
2. Which objective of performance management aligns employee performance with organizational strategy?
 - a) Workforce reduction
 - b) Strategic alignment
 - c) Employee termination
 - d) Payroll administration
3. A manager regularly provides feedback and coaching to employees during the year. This reflects which component of a performance management system?
 - a) Recruitment process
 - b) Performance monitoring
 - c) Job design
 - d) training analysis
4. A manager regularly guides an employee to develop new skills and overcome work challenges. This process is known as:
 - a) Job analysis
 - b) Coaching
 - c) Job evaluation
 - d) Workforce planning
5. During the appraisal feedback process, managers should:
 - a) Avoid discussing weaknesses
 - b) Provide constructive feedback and improvement suggestions
 - c) Focus only on mistakes
 - d) Ignore employee opinions

Q. 2. State True / False (05)

1. Performance appraisal is the only component of a performance management system.
 - a) True
 - b) False
2. KPIs help managers evaluate whether employees are achieving performance targets.
 - a) True
 - b) False
3. Training plays an unimportant role in improving employee performance and productivity.
 - a) True
 - b) False
4. Feedback should only be given during annual performance appraisal meetings.
 - a) True
 - b) False
5. Performance metrics are measurable indicators used to evaluate performance.
 - a) True
 - b) False

Q. 3. Write Short notes on (Any Three) (15)

1. Objectives of Performance Management
2. Components of a Performance Management System.
3. Performance Planning.
4. Performance dashboards
5. Employee Development in Performance Management.

Q. 4. Answer in detail (Any Two) (20)

1. Discuss emerging trends in Performance Management with special reference to technology and continuous performance management.
2. Discuss the tools and techniques used in Performance Management such as Balanced Scorecard and 360-Degree Feedback.
3. Discuss the process of Performance Planning and explain the importance of aligning individual goals with organizational goals.
4. Explain the role of performance metrics in modern performance management systems.

Q. 5. Case study: (15)

Performance Management Challenges at GreenLeaf Retail Pvt. Ltd.

GreenLeaf Retail Pvt. Ltd. is a Mumbai-based retail chain with 65 employees, operating in organic food and sustainable products.

Despite strong brand positioning, the company struggled with:

- Uneven store performance
- Customer service complaints
- Lack of employee accountability

Situation

The company had a basic appraisal system:

- Annual reviews only
- Focus mainly on sales numbers
- No feedback culture

Problems observed:

- Employees focused only on short-term sales
- Customer satisfaction was ignored
- No skill development initiatives

Intervention: Revamping Performance Management System

1. Performance Planning

Management introduced:

- Balanced scorecards including:
 - o Sales targets
 - o Customer satisfaction ratings
 - o Store hygiene and compliance
- Monthly goal-setting meetings

2. Performance Appraisal

New appraisal system included:

- Quarterly performance reviews
- Customer feedback integrated into evaluation
- Peer feedback for teamwork assessment

Retail staff were evaluated on:

- Sales performance
- Customer interaction quality
- Product knowledge

3. Employee Development

Post-appraisal initiatives:

- Training on customer relationship management
- Workshops on communication and selling skills
- Underperformers received coaching from store managers

High performers:

- Given incentives and fast-track promotion opportunities

Outcome

Within 8 months:

- Customer satisfaction improved by 25%
- Sales increased by 15% across stores
- Employee accountability improved
- Stronger team coordination observe

Questions:

1. Why was the earlier performance appraisal system ineffective?
 2. How did including customer feedback change employee behavior?
 3. Suggest additional development initiatives for retail employees.
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