

PERFORMANCE MANAGEMENT

(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: (05 X 10 = 50 Marks))

- 1 Briefly explain keys to high performance.
OR
- 2 Briefly explain the significance and purpose of performance management.
- 3 Briefly discuss the essential characteristics of a Mentor.
OR
- 4 Discuss the steps involved in group mentoring and its benefits.
- 5 Briefly explain the tips involved in effective coaching.
OR
- 6 Define the counseling and elaborate its functions.
- 7 Briefly discuss the importance and steps involved in balanced score card.
OR
- 8 Briefly examine the role and benefits of 360 degree appraisal system.
- 9 Give an account on concept, approaches and sources for learning.
OR
- 10 Discuss the objectives and types of compensation management.

PART – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case study:**

Candy making is a fun business, and so it's no surprise that it's fun to work at the Jelly Belly Candy Company of Fairfield, California. But at this family-owned company, there's no fooling around when it comes to promoting employee performance and job satisfaction. So when Jelly Belly decided to overhaul and automate its antiquated employee performance and talent management process, it was looking for a serious solution to help give its employees across the United States fair, accurate performance appraisals.

Herman Goelitz Candy was founded in 1869 by Albert and Gustav Goelitz, whose great-grandsons own and run Jelly Belly today. The Jelly Belly Candy Company makes Jelly Belly brand jelly beans in over 50 flavors, as well as candy corn and other treats. Introduced in 1976 and named by former U.S president Ronald Reagan as his favorite candy, the company's jelly beans are exported worldwide.

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Like almost every smart company, Jelly Belly recognizes that employees are more likely to stay with their employer when they feel connected and recognized for their efforts. Programs for managing and evaluating employee performance are critical to aligning corporate and employee values and priorities.

Having a variety of jelly bean flavors is great-a variety of employee appraisal processes in a single company is not. The task of updating and consolidating the performance management process fell to Margie Poulos, HR Manager of Jelly Belly's Midwest operations. She and a small team of Jelly Belly HR staff were charged with finding a single automated system that could be used for all of Jelly Belly's 600 employees in three locations.

The driving factor behind Jelly Belly's performance management automation was the belief that thorough, accurate reviews help employees to better understand what's expected of them, so that they can set clear, measurable objectives. That translates into higher employee satisfaction, said Jeff Brown, Jelly Belly's Director of Human Resources. "When employees feel they have gotten a thorough and accurate review, it boosts their morale,".

Questions:

- (a) How automation helps the performance management?
- (b) Is there any necessity of coaching and counseling for employees?
