

St. Clare College

Autonomous, Bengaluru

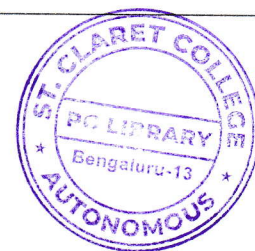
ROLL NO:

DATE:

PG END SEMESTER EXAMINATION- MAY 2026

MBA THIRD SEMESTER

MBADSH 3525: Performance Management System



TIME: 3 Hours.

MAX. MARKS: 70

This paper contains THREE printed pages and FOUR parts

Instructions:

1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer SEVEN questions out of NINE. Each answer carries TWO marks.

[2x7 = 14]

1. Briefly define the Performance Management System with two objectives.
2. Explain the concept of a Virtual Organisation with two key characteristics.
3. State two key factors needed for effective remote team functioning.
4. List out three advantages of a data-driven Performance Management System.
- 5 Distinguish between Mentoring and Coaching.
- 6 Name any two challenges encountered in performance assessment.
- 7 Define the term "Competency Mapping" with its importance.
- 8 What does the term pay-for-performance mean?
- 9 Discuss the use Six Sigma and Lean Principles in Performance Management.

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks.

[5x4=20]

10. Design a plan to identify performance GAP and suggest measures to control or minimize the GAP.
11. Suggest the traditional Performance Appraisal methods to evaluate the performance of the employees working in a garment factory.
12. Design a performance appraisal form for a Project Manager, working in an IT Company by using a 5-point rating scale, with minimum five evaluation parameters.

13. Analyze how team leaders apply their skills to effectively manage employee performance, and explain their key roles in the performance management process.
14. Examine the different types of biases and errors that take place in the execution of Performance Appraisal. Also, suggest corrective measures you would take.
15. How can DMAIC be applied to improve employee performance? Explain with an example.

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks. [10X2=20]

16. How can the PMS Prism be applied to design an effective Performance Management System in an organization? Explain its key components with an example.
17. Develop a performance management system framework for employees working in a conventional office-based organization.
18. How can contemporary performance appraisal methods be used in an organization to enhance employee performance? Illustrate with suitable examples.
19. How can the use of data-driven PMS tools such as analytics, dashboards, and AI can monitor and improve employee performance? Illustrate your answer with suitable examples.

PART-D

Answer the following. [16X1=16]

20. Case Study: Performance Management System at Infosys (Digital PMS transformation)

Infosys, a major Indian IT services company, shifted from traditional annual performance appraisals to a more continuous and data-driven Performance Management System (PMS). Earlier, employee evaluations were largely based on yearly feedback cycles, which often led to delayed recognition, limited feedback, and employee dissatisfaction.

To address this, Infosys introduced a **digital performance management approach** supported by real-time feedback tools, analytics dashboards, and continuous check-ins between managers and employees. The system allows managers to track project contributions, skill development, client feedback, and productivity metrics throughout the year. Employees can also receive instant feedback from peers and supervisors, making performance evaluation more transparent and timely.

The company also integrated goal-setting frameworks aligned with business objectives. Employees are assigned measurable Key Performance Indicators (KPIs), which are regularly reviewed using digital dashboards. This helped managers identify high performers early and provide targeted training or support to

underperforming employees. For example, in software development teams, performance is not only measured by task completion but also by code quality, collaboration, and delivery timelines. AI-based tools help analyze project data and suggest performance trends, enabling better decision-making in promotions and rewards.

After implementation, Infosys reported improved employee engagement, faster feedback cycles, and better alignment between individual performance and organizational goals. However, challenges such as data accuracy, employee adaptation to continuous monitoring, and manager training were also observed.

Questions:

- a. How did Infosys improve its traditional performance appraisal system using digital tools and analytics?
- b. What are the advantages and challenges of using continuous performance feedback systems?
- c. How can AI and dashboards help managers make better decisions in employee performance evaluation?
