62228

III Semester M.B.A. (Day & Evening) Degree Examination
April/May-2026
MANAGEMENT
Performance Management and Competency Mapping
(CBCS Scheme 2019 Onwards)
Paper : 3.4

ACHARYA INSTITUTE OF GRADUATE STUDIES
LIBRARY
Date:
BANGALORE-107

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions from the following. Each question carries 5 marks. (5×5=25)

1. Explain the objectives and functions of Performance Management System (PMS) and illustrate how it contributes to employee development.

2. Describe the stages of the performance appraisal process and apply them to design a simple appraisal plan for a service organization.

3. Compare past-oriented and future-oriented methods of performance appraisal and illustrate their suitability in different organizational contexts.

4. Discuss the drivers of team performance and explain the role of a team leader in building high-performance teams. Including virtual teams.

5. Explain the legal issues associated with performance appraisal and demonstrate how managers can avoid common appraisal errors while ensuring fairness.

6. Differentiate between competence and competency, and classify the various types of competencies with suitable examples.

7. Explain the stages involved in developing a competency model and apply them to design a basic competency framework for a managerial role.

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks. (3×10=30)

8. Analyze the prerequisites for effective remote team performance and apply suitable performance management mechanisms to manage virtual teams effectively.

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9. Analyze the concept of performance improvement and apply appropriate strategies to identify and close performance gaps in an organization.
10. Analyze the different types of competencies and apply suitable competency mapping techniques in an organization.
11. Analyze the stages involved in designing and implementing a competency management framework and apply them to a managerial role.

SECTION - C

12. **Compulsory (Case Study):** (1×15=15)

TechNova Solutions, a mid-sized IT services company, recently shifted to a hybrid and remote working model after expanding its operations across different cities. The company formed a virtual project team consisting of software developers, a quality analyst, a UI designer, and a project coordinator. The team members were located in different time zones and communicated mainly through emails, video conferencing, and project management software.

Initially, productivity was high, but after a few months, the team began missing deadlines. Communication gaps increased, and misunderstandings about task responsibilities became frequent. Some employees felt isolated and disconnected from the organization. The project coordinator found it difficult to monitor individual contributions and ensure accountability. Performance reviews were delayed, and feedback was not given regularly. As a result, employee motivation declined, and conflicts started emerging within the team.

The management realized that while remote work offered flexibility, there was no structured performance management mechanism in place for virtual teams. There were no clearly defined performance metrics, team goals were not aligned with organizational objectives, and feedback mechanisms were informal. The HR department decided to redesign the performance management approach by introducing clear KPIs, regular virtual review meetings, structured feedback systems, and team-based rewards. Team leaders were also trained in managing remote teams effectively.

The organization now wants to analyze the issues faced by the virtual team and implement suitable performance management mechanisms to improve team performance and collaboration.

Questions:

a) Analyze the key reasons for the decline in performance of the virtual team at TechNova Solutions.

b) Apply suitable performance management mechanisms to improve the effectiveness of the remote team.

c) Analyze the role of the team leader in building and sustaining high performance in a virtual team environment.