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M. B. A. (Third Semester) Examination,

April-May 2020 / NOV-DEC 2020

(New Scheme)

(Specialization : Human Resource Management)

(Management Branch)

PERFORMANCE MANAGEMENT

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

Note : Paper consists of two section A and B.

Internal choice is given in section A. Attempt

any two parts of each question of section A.

Section B is compulsory.

Unit-I

1. (a) "No organization can survive without improving its performance." Comment on the statementd. 7

- (b) Discuss the stages involved in performance management process. 7
- (c) Define performance management and performance appraisal. Bring out the difference between performance management and performance appraisal system. 7

Unit-II

- 2. (a) How are performance and training related with each other? What role does it plays on Performance Management Process. 7
- (b) Describe the goal setting and expectancy theories and their linkage with performance management approach. 7
- (c) bring out the difference between performance coaching and counseling. 7

Unit-III

- 3. (a) Why implementation of performance management does successfully poses a number of difficulties in organizational context. 7

- (b) Discuss various methods or approaches for measuring performance of employees in an organization. 7
- (c) What is performance review? Explain the major principles to be following while conducting performance review. 7

Unit-IV

- 4. (a) How is it important to align human resource system and work culture with team work? 7
- (b) What is significance of reward in performance management? Can reward contribute for enhancing performance of employees? 7
- (c) What is significance of career planning and development in performance management system? 7

Unit-V

- 5. (a) What is culture-based performance management? Explain its features and justify whether culture-based performance management is good for organization. 7

(b) How can competency management benefit organizations? Discuss organizational level implication in adopting competency based performance management. 7

(c) What is leadership based performance management? Discuss significance of leadership in performance management. 7

Case Study 10

Knell International is a multinational corporation engaged in distribution and marketing of lifestyle products. There are about two thousand employees working in the organization, mainly posted in western part of India. The turnover of the company was standing at Rs. 280 crores in the last financial year with a profit of Rs. 31 crores. Knell is a progressive company that always makes efforts to adopt the best management systems. Kirk Paterson, till now working in Middle East operations is posted to India as chief executive of Knell. During the first month of his working, Paterson has understood that his company is implementing a variety of performance enhancement strategies. However, neither line managers nor human resource managers are quite certain about

contribution and value addition happening as a consequence of such performance centric management systems. On the perusal of expenditure accounts on employees head, he found that organization is investing substantial money in implementation of these strategies. Therefore, he is more eager to assess the returns the company is accruing on account of performance management practices. Imaging that your services are hired by paterson for measuring the impact of performance management strategies both form bottom line and process point of view.

(a) Discuss how you intend to proceed and how you would measure and present results for Paterson's perusal.