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Roll No.

576355(76)/676555(76)

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

Nov.-Dec. 2021

(New Scheme)

(Specialization : Human Resource Management)

(Management Branch)

PERFORMANCE MANAGEMENT

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

Note : Attempt all questions in section-A (5×12=60 Marks). Section B is compulsory (1×20=20 marks).

Section-A

5×12=60

Unit-I

1. (a) Describe the principles of performance management.

What is their role for organizational development.

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Or

- (b) Managing performance of employees is easier said than done. Is it true? Discuss how performance management is linked with strategic planning.

Unit-II

2. (a) What is performance planning? Explain the steps involved in performance planning along with its importance.

Or

- (b) Describe the role of training in performance management of the organization. Answer with suitable examples.

Unit-III

3. (a) Give a detailed note on establishing and operationalising performance management system.

Or

- (b) List out and discuss various issues that are to be taken into account while measuring performance of employees.

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Unit-IV

4. (a) Briefly present the framework of team based performance management?

Or

- (b) Explain the importance of reward in performance management.

Unit-V

5. (a) "A positive, strong and matured organizational culture can enhance performance of employees and organizational to peak". How far this statement is correct?

OR

- (b) What is performance competency? Explain the process of managing competency in an organization.

Section-B

Case Study Compulsory (1×20=20 Marks)

A senior executive, middle aged was expecting promotion for the past 4 years, which is due for him as he is with the organization from its inception. The performance appraisal methods are changing every year, as HR

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manager is highly curious and adventurous in testing many new methods. The middle aged executive cannot cope up with the up gradation of softwares related to performance appraisals. He is sincere in his job, not very high performing or low. He accomplishes his targets and has been loyal to the organization.

When every time his promotion is denied based on performance ranking and his juniors move up the ladder, he felt cheated and victimized. He curses and loathes the system of performance appraisals and recently, his behaviour is changing on the negative side, not cooperating with his superiors (once Juniors), absenteeism increasing and performance still going low.

Answer the questions :

- (a) What is the major issue in this case?
- (b) Is the performance evaluation system in the company not good?
- (c) Who is responsible for the poor performance of the executives?