

AP-279

**M.B.A. Semester-III Examination
PERFORMANCE MANAGEMENT**

Paper—MBA/3306/H

Time—Three Hours]

[Maximum Marks—70

Note :—(1) Solve **ALL** questions.

(2) Figures to the right indicate marks.

SECTION—A

1. (A) What is performance management ? Discuss the nature and scope of performance management in sufficient detail. 14

OR

- (B) What do you mean by performance appraisal ? How does it relate with the performance management functions of an organisation ? 14

SECTION—B

2. (A) Discuss the important principles and elements of Performance Management. 7
- (B) A local cotton textile mill employing 1000 workers has conducted the need based requirement analysis to improve their performance. Most of the work-force are semi-skilled and poorly educated which

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(Contd.)

is a major challenge to the works manager to implement performance management activities. You are a newly recruited HR executive, how you guide the works manager to begin the performance management program by considering the challenges ? 7

OR

- (C) Explain the different models to implement performance management functions in an organisation. 7
- (D) In a global competitive business environment every business activity are going online through web based solutions to evaluate the performance related activities. Suggest the appropriate model for such modern businesses to appraise the performance management tasks. 7
3. (A) Discuss the relevance of performance planning for effective use of performance management. 7
- (B) A global hunt executive search firm headquartered in India, managing its operation in nearby countries. The firm wants to monitor the performance of individual offices across the national borders. As an HR expert, you are required to prepare the guidelines for effective performance monitoring. 7

OR

element of risks and uncertainties in this businesses due to global competitive environment, that would make them feel valued and rewarded, and in which they could build individual relationships with their colleagues and co. staff.

Alchmey's CEO asked you as a chief facilitator to prepare a training module for days for IAG staffs that include personal development, teamwork and other customized challenges with group exercises for effective participation decision making skills and improvement in performance.

Questions :

- (A) What would you covered in this two-day training module ? How ? 7
- (B) Does the high performance teams helps in this case to improve the employees performance of IAG ? How ? 7

- (C) "Performance planning is a crucial task of managerial staff." Elucidate. 7
- (D) Mr. Kanetkar is senior manager of an enterprise, who is also senior in age and leading five junior business executives. All executives cordially working with each other, but Mr. Kanetkar do not behave properly with the executives and blame for under performance. As an HR professional, how you will guide Sr. Manager to be a good mentor and facilitator ? 7.
4. (A) What is skill development ? Discuss its relevance with performance management system in modern business. 7
- (B) One of the agro-processing unit in Vidarbha employing nearly 100 agricultural workers. The workers are working in the farm and most of them are uneducated and semiskilled. The unit wants to implement an appraisal system so as to improve their performance. The agricultural workers are in demand to provide basic welfare amenities to protect themselves from pesticides, chemicals and other insects. As an owner of the unit, how you convince the workers and implement system with suitable parameters. 7

OR

- (C) Is performance counselling is a difficult process to communicate and convince about the employee performance ? How ? 7
- (D) A local manufacturing firm wants to introduce the performance system to improve the performance of its employees so as to decide their job worth. The existing system is not appropriate, the firm is expecting that the new system must also relate with the wage and salary administration of employees.

You are required to suggest an appropriate performance system with the given criteria. 7

SECTION—C

5. IAG Inc. is a highly successful international general insurance group, with operation in the U.K., Asia and Australia. The company occupies this position as a global leader in providing general insurance services across the nations. After a period of significant restructuring co. is looking to increase efficiency in their operations by improving communication and teamwork between their call centre staff and insurance assessors who talked often, but never met.

Co. asked Alchemy—an international consultancy firm to create a day-course to challenge their employees and develop new team work skills to manage the