

AT-1429

M.B.A. Semester—III Examination
PERFORMANCE MANAGEMENT

Time : Three Hours]

[Maximum Marks : 70

- Note :—**(1) **ALL** questions are compulsory.
(2) All questions carry equal marks.

SECTION—A

1. (A) What is Human Capital Management ? How will you evaluate the future of performance management in highly competitive situation ? 14

OR

- (B) Discuss in detail the responsibilities of employees and the manager in developing performance management system in an organization. 14

SECTION—B

2. (A) Discuss management by objective (MBO) model of Performance Management. 7
(B) Employees and managers are frustrated because they have to search through endless emails, notebooks and spreadsheets to find relevant information to support employees performance. As companies grow globally, acquire new entities and support a virtual workforce, it is increasingly difficult for managers to observe the performance of their employees. Considering yourself at the position of HR executive, how these challenges related to performance of employees will you overcome ? 7

OR

- (C) What are the determinants and elements of Performance Management ? Discuss in short. 7
(D) As a HR executive, to achieve organizational goal, what reinforcing activities will you implement in your organization as the key performance activities ? Justify. 7

3. (A) Discuss the important steps in the performance management process. 7
- (B) In the world of information technology, every information has the value, but it is increasing the load on store or computer memory to retain lot many files with related information. Conducting quarterly performance assessment may create lot of stress and strain on employees or employer or conducting year-end-assessment may create lethargy in system. As an expert you are required to suggest workable type of performance assessment type, acceptable to both employees and employer. Justify your selection.

OR

- (C) What types of errors can take place in performance assessment process ? Explain. 7
- (D) Certain competencies on customer focus might be generic across several organizations but the behaviour relating to those competencies can still vary widely from one organization to another. Do you agree with this statement ? Justify. 7

SECTION—C

4. (A) Discuss the general bottlenecks in implementing performance management system. 7
- (B) Explain in brief the objectives and components of Performance Management linked reward System. 7

OR

- (C) What is skill base pay ? Explain with illustrative example. 7
- (D) Discuss the role of HR in Performance Management. 7

SECTION—D

5. When, Sushma joined the company, she was fresh from the Business school, and brimming with ideas. What was fascinating about her was that she did not suffer from any self doubt. She always felt assured of herself, but was not arrogant; very quickly she became very popular with peers as well as bosses. Another speciality of hers was her unique quality of enjoying everybody's success in work skill, sport or job assignments. Whenever anybody did a fine job of any assignment, Susmita looked very pleased and gave the person a profuse dose of appreciation. So open was she when she praised others that she almost became a subject of ridicule.

Questions :—

- (a) What qualities you observed in Sushmita to support effective Performance Management ? 7
- (b) Critically explain pros and cons of the behaviour of Sushma to survive in the job. 7