

on his work very well and often give vague and incomplete answers when his manager needs information from him.

Ajay's performance problems started about the times when one of his relatives joined the same department in this company in the last month. The HR manager has provided a regular feedback and counselling to Ajay on the problems with his assignments. During one of the counseling sessions a two-day training programme was offered.

After the training session, the trainer informed the HR manager that Ajay barely participated in the training session and that he acted very non-chalant during the entire two days. The trainer also communicated that Ajay is under certain influence which may guide him for non-performance. Ajay's performance is still not improving. He has a backlog of work and impacting the work of others also. The HR manager has asked other employees to step in and help to complete the backlog and as well spending a lot of time in reviewing Ajay's performance. After the careful analysis, the HR manager has found three serious errors in the past month. The HR manager is seriously thinking to take certain action so as to function the departmental activities smoothly.

Questions :-

- (a) Is Ajay's performance an example of poor or marginal performance ? 4
- (b) Does this situation meet the requirement of counselling with Ajay as well as with his relatives ? 4
- (c) If you are HR Manager, what action will you take against Ajay and/or his relatives ? 6

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

Paper-MBA/3306/II

Time : Three Hours]

[Maximum Marks : 70

Note :- (1) Solve ALL questions.

(2) Figures to the right indicate marks.

SECTION-A

1. (A) What do you mean by Performance Management ?
Discuss the performance management process in sufficient detail. 14

OR

- (B) "Competency mapping is one of the important tool to many HR managers to assess the individuals performance." Justify your answer with the methods of competency mapping. 14

SECTION-B

2. (A) Discuss the scope of performance management in today's competitive business environment. 7
- (B) One of the leading multinational corporation wants to integrate the HR functions with performance management of employees. As an upcoming HR professional suggest some major HR activities to integrate with performance management. 7

OR

- (C) Explain the concept of HRM capital. 7
- (D) Despite lots of training activities, many corporate business firms fails to improve the individual performance of their employees. As an HR consultant what sorts of remedies you suggest to the business firms ? 7
3. (A) What do you mean by Link Reward System of Performance Management ? 7
- (B) Mr. Rakesh has joined an MNC as an HR manager. After conducting some primary research in various departments, he came to know that there is inter-departmental rivalries among the employees an unethical practices that affects the performance of employees. How will you guide Mr. Rakesh to solve this issue ? 7

OR

- (C) Discuss the bottleneck strategies of performance management. 7
- (D) A leading Navratna company in India has decided to assess the performance of whole organisation. The chief executive of the company in accordance with the General Manager and Vice President (HR) has set four High Performance Teams for four zonal offices and its respective production units to access the performance goals. As an HR manager of one of the zonal office, how you coordinate the various actives with effective motivation strategy with high performance team members ? 7
4. (A) How does performance management in present era different from its antecedents ? 7
- (B) Mr. Subhash is a training manager in one of leading IT company and has designed a new performance

management system to measure the performance of training and effectiveness on work. Mr. Subhash was quite satisfied with the usefulness of the system that helps him in day-to-day functioning. A company recruited an IT graduate to design the performance management system in its existing departments. IT graduate was not satisfied with the present training and development performance system after the evaluation and submitted report to his higher authorities. The company authorities fired the training manager from the company.

As a training manager, how will you face the challenge and justify your position that you are right in implementing an appropriate system. 7

OR

- (C) How does it is imperative to any organisation to assess the performance of employees ? 7
- (D) Magic HR Solution Pvt. Ltd. is an HR consulting firm offering HR solutions to its clients. One of its client asked to assess the performance of their employees on the basis of Key Result Areas (KRA). Which performance model would you suggest the client on behalf of the consulting firm ? Why ? 7

SECTION-C

5. Ajay is an employee whose performance was more than satisfactory for over two years. His work assignments were completed on time and accurately done. However, for the last three months, Ajay's work has been consistently late and incomplete, due to certain personal reasons in his family. His work also has contained an increasing number of mistakes. He does not seem to be concentrating