

AS-781

**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) Giving meaning of performance management, discuss concept and perspectives of performance management. 14

**OR**

- (b) 'Performance appraisal is one of the tools of performance management'. Discuss. 14

**SECTION—B**

2. (a) Discuss the determinants and elements of performance management. 7  
(b) Moon Pharma is a medium scale company. Young CEO of the company wishes to have modern performance management system. Suggest a suitable model to design a modern performance management system and justify the selection of a particular model. 7

**OR**

- (c) Explain the challenges to performance management in present era. 7  
(d) Mr. Singh joined as V.P. (HR) in Rohit Steels. He wishes to introduce KRA based performance management system for employees. As a consultant, which performance model will you suggest to Mr. Singh and why ? 7  
3. (a) Explain the nature and functions of performance management system. 7  
(b) Sam Electronics is a newly formed medium scale company. Company plans to have latest performance management system. GM production is of the view that performance management system should be KRA based whereas GM(HR) is of the view that it should be competency based. In your view which performance management system is better and why ? Justify. 7

**OR**

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- (c) Explain the concept of competency based performance management system. 7
- (d) CEO of Ajay cement wants to introduce the performance management system to decide the job worth and improve the performance. He desires that new system must relate compensation and competency. You as HR consultant, suggest a suitable performance management system to CEO. 7

**SECTION—C**

- 4. (a) Discuss the bottlenecks in performance management implementation. 7
- (b) Explain the concepts job performance and job satisfaction. 7

**OR**

- (c) Explain the strategies in performance management implementation. 7
- (d) Discuss the objectives of performance management link reward system. 7

**SECTION—D**

- 5. Prakash Industries is a manufacturing company. Most of the workers in the company are ITI qualified. They are technically skilled in their job. The job is individual based so everyone should perform to get better results. The company is planning to have reward linked performance appraisal system. The CEO desires that the performance appraisal system should be such that individual performance should improve as well as quality should not suffer. He also wants that improved performance should provide job satisfaction to workers. The appraisal system be able to assess the training needs of the workers.

**Questions :**

- (1) Analyse the case. 4
- (2) Design a suitable performance appraisal system for Prakash Industries. 7
- (3) Suggest a proper review process. 3