

months. He was not having confidence on original officers of HIL. He started bringing officers of his favour from his old company. These were comparatively younger than officers at HIL. Mr. Swami started neglecting the original officers of HIL. The original officers of HIL started feeling humiliated. At the time of performance review partiality was being made.

The original officers of HIL met Mr. Agrwal and made him aware about all the facts. Mr. Agrwal gave them assurance that he will do something. Mr. Agrwal decided to introduce new performance appraisal system so that no partiality can be done. He decided to use competency mapping method. He desired that new performance appraisal system should be transparent and should be based on KRA system. There should not be any misunderstanding among employees about performance appraisal system.

Questions.

- a) Analyse the case. 3
- b) Design a suitable performance appraisal system for a company as desired by Mr. Agrwal. 7
- c) Suggest suitable performance review process also. 4



AR - 1222

M.B.A. Semester - III

Paper - MBA / 3306 / H : Performance Management

P. Pages : 4

Time : Three Hours

Max. Marks : 70

- Notes :
- 1. Solve all questions.
 - 2. Figures to the right indicate marks.

SECTION - A

1. a) Give overview of HRM capital & performance management in detail. 14

OR

- b) What do you understand by performance management? Discuss its nature & scope. 14

SECTION - B

2. a) Discuss the antecedents of performance management. 7
- b) Mr. Roy is a supervisor in your company. He is technically very strong but lacking in human skills. He is also very much rude in behaviour. He is due for promotion. His manager told him that unless and until he improves his behaviour and acquire human skills, he may not be considered for promotion. As HR manager of the 7

company, what challenges will you face to improve Mr. Roy?

OR

- c) Explain any two models of performance management in brief. **7**
- d) A medium scale company employing 800 workers plans to improve their performance to stand in competition. Workers are mostly less educated. They have developed skill through experience you as HR consultant, suggest a suitable performance management program to General Manager considering the challenges he is facing to implement performance management program. **7**
3. a) Explain the concept and objectives of performance management system. **7**
- b) Mr. Rohan is an incharge of maintenance department. Two supervisors and fifty workers are working under him. Supervisors keep complaining about the performance of few workers and press Mr. Rohan to take action against them. Mr. Rohan believes in counseling and tries to improve the performance of workers through counseling. Supervisors do not like the Rohan's way of handling workers. In

your view, can counseling improve the performance? Justify your answer.

OR

- c) Explain the concept and principles of performance counseling. **7**
- d) A medium scale company has 150 officers at different levels. CEO wishes to introduce competency based performance management system. You are HR consultant to company. How will you do it? **7**

SECTION - C

4. a) Discuss objectives of performance management link reward system. **7**
- b) Explain the role of ethics in performance management. **7**

OR

- c) Explain the concept of high performance teams. **7**
- d) Discuss the role of HR in performance management. **7**

SECTION - D

5. A public sector company HIL is taken over by Agrwal group. This group is a big group owning six companies. Mr. Agrwal transferred Mr. Swami as MD of HIL from other company of a group. Mr. Swami observed the working of HIL for few