

[Dec-16]

[MPDHR-302]
MBA (HRM) Degree Examination
III SEMESTER

PERFORMANCE MANAGEMENT
(Effective from the admitted batch 2009-10)

Time: 3 Hours

Max. Marks: 70

Instructions: All parts of the unit must be answered in one place only.
Figures in the right hand margin indicate marks allotted.

SECTION-A

1. Answer any **Five** of the following:
- a) Principles of performance management?
 - b) What is performance related pay?
 - c) What are key performance areas?
 - d) What is mentoring?
 - e) What is performance feedback?
 - f) Define competency mapping
 - g) What are prerequisites of performance management?
 - h) Define performance planning

SECTION-B

Answer all questions:

2. a) Explain the process of performance management and analyze the role of a manager in making the process effective

OR

- b) What are three determinants of performance that allow some people to perform at higher levels than others? Explain with suitable examples
3. a) What are various approaches to measuring performance? Explain goal setting theory of performance management system

OR

- b) List the conditions which are necessary for successfully introducing performance related pay (PRP)

4. a) Define performance standards? What are key result areas? Explain them in brief with suitable examples

OR

- b) What is performance execution? Develop performance execution framework for an Indian software company
- 5 .a) 'Performance and development planning (PDP) is a collaborative process involving both supervisor and employee'. Elucidate

OR

- b) What is team performance management? How to improve team performance? Briefly explain team performance management process
- 6.a) What is 360 degree performance appraisal? What are its advantages and disadvantages?

OR

- b) What are salient features of high performance work teams? What are principles of high performance work teams?

SECTION-C

7. Case Study (Compulsory):

Assume you are the CEO of a company that employs a huge number of industrial workers who are below graduate level and who possess the technical job-specific skills. Your organization is highly technology driven and require everyone to perform well, keeping pace with machine cycle time. Any below – the –standard performer can create a total mess in the assembly line production system, as the job remains in each work station for a specific period of time. On the expiry of time schedule, the job reaches to next workstation, even if it is not fully completed in the earlier workstation. In assembly line production systems, we cannot back track a job; as a result when the job travels through different work stations with incomplete workmanship, the end product fails to conform to the required quality and is rejected. As CEO, design an appraisal format and develop performance review system for your organization

Questions:

Suggest which review process you deem fit and why?