

M.B.A.-II (Sem.-IV) Examination
Performance Management
(HR Specialization)
May-2017

Time : 3 Hours]

[Max. Marks : 100

Instruction: The question paper contains six questions.

Q.1 & Q.6 are compulsory. Attempt any three questions from remaining. Be precise and to the point in your answers.

Q.1 Write Short Notes on Following - (5X4=20)

- a) Benefits of Performance Management System
- b) Diagrammatically explain Single Loop and Double Loop Learning
- c) Factors affecting performance of an individual
- d) Giving and receiving feedback & its importance

Q.2 What is Performance management? Why has there been a move from performance appraisal to performance management? Enlist the characteristics of performance management. (20)

Q. 3 (a) What do you understand by MAFS? What is the popular name for the same? What are the objectives and advantages of using MAFS? How organisations can make it more effective? (10)

Q. 3 (b) What are Assessment and Development Centres (ADC)? Explain the different techniques used in ADC? What are the challenges associated with them? (10)

Q.4 What is the difference between Competence and Competency? How competencies are categorised? What are different types of competencies? Give examples - define, give title and describe atleast three competencies required in a Production Manager. (20)

Q.5 Write 5 KPAs for an HR manager working in an MNC including targets and activities for each KPA. (20)

Q.6 Read the scenario given below carefully and answer the questions in brief – (20)

A senior executive, middle ages was expecting promotion for the past 4 years, which is due for him as he is with the organisation from its inception. The performance appraisal methods are changing every year, as HR manager is highly curious and adventurous in testing many new methods. The middle aged executive cannot cope up with the upgradation of software related to performance appraisals. He is sincere in his job, not very high performing or low. He accomplishes his targets and has been very loyal to the organisation.

When every time his promotion is denied based on performance ranking and his juniors move up the ladder, he felt cheated and victimised. He curse and loath the system of performance appraisals and recently, his behaviour is changing on the negative side, not cooperating with his superiors (once juniors), increasing absenteeism, and performance still going low.

Questions –

1. What is the major issue(s) in this case? (6)
2. Is the performance evaluation system not good in the company? (7)
3. Who is responsible for poor performance of the executive? (7)