

IMBA in FM/HRPA/BM/BEM Sem.-9 Examination

BEM/HR/FM_MBA_H_304

PMTM

Time : 2.30 Hours]

December-2025

[Max.Marks : 70

Q.1 Explain the developmental and administrative objectives of performance management. (14)

Q.2 Explain how the focus and outcomes of performance appraisal differ from those of performance management. (14)

Or

Q.2 What are the issues in performance evaluation and explain the strategies to overcome from those issues. (14)

Q.3 What are performance metrics? Mention any three common performance metrics used in organizations. (14)

Or

Q.3 A manager consistently rates male employees higher than female employees. Identify the ethical and legal implications. (14)

Q.4 List the major approaches to Talent Management. Explain the each approach with appropriate examples (14)

Or

Q.4 Explain the role of compensation, culture, and engagement in retaining key employees. (14)

Q.5 **Guiding Growth — Mentoring and Counselling at Luminex Healthcare** (14)

Luminex Healthcare, a large hospital network, noticed increasing stress levels and burnout among its nurses and junior doctors during the post-pandemic phase. Exit interviews revealed feelings of being “undervalued” and “professionally stagnant.”

The HR Director, Dr. Kiran Shah, decided to implement a Mentoring and Counselling Program as part of the organization’s Performance Management System. Senior doctors and administrators were trained as mentors, while external counsellors were engaged to conduct wellness sessions.

The mentoring process paired junior staff with experienced professionals who guided them in career development, handling patient pressure, and maintaining work-life balance. Counselling sessions addressed emotional wellbeing, while regular feedback discussions were tied to professional growth plans.

Within six months, absenteeism reduced, and patient satisfaction scores improved. Employees felt more connected to the organization, recognizing that their growth and wellbeing mattered.

However, sustaining the program required time commitment from mentors, many of whom were already overworked. Some also felt uncomfortable giving feedback outside of clinical discussions.

Dr. Kiran restructured the mentoring schedule to include group mentoring and peer support circles, reducing time pressure and creating a community-learning approach.

The initiative positioned Luminex as a “Compassionate Employer”, attracting new talent and improving retention.

Questions:

1. How do mentoring and counselling initiatives contribute to performance management in high-stress environments?
2. What steps can Luminex take to ensure long-term sustainability and mentor engagement?

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