

## MBA in BEPF/PP/EM Sem.-3 Examination

BHR/PHR/EHR\_304

PMTM

Time : 2.30 Hours]

December-2025

[Max.Marks : 70

- Q.1
- A What is performance management? State the primary objectives of performance management. (7)
- B Design a performance management framework for a service-based organization identifying its key components. (7)

- Q.2
- A "Performance appraisal is a component of performance management." Discuss this statement. (7)
- B Explain the traditional methods of performance appraisal such as ranking, paired comparison, and grading method. (7)

Or

- Q.2
- A Discuss the integration of performance management with recruitment, training and compensation. (7)
- B What are the objectives of performance evaluation and good criteria of performance evaluation. (7)

- Q.3
- A What is the role of coaching in improving employee performance? (7)
- B What are performance metrics? Mention any three common performance metrics used in organizations. (7)

Or

- Q.3
- A Mention ethical and legal issues in performance management. (7)
- B Write a short note on E-PMS. (7)

- Q.4
- A Explain the concept and importance of Talent Management in the current business scenario. (7)
- B Discuss the role of employee engagement in effective Talent Management. (7)

Or

- Q.4
- A What is a talent pipeline? Mention any two methods of building a talent pipeline. (7)
- B Discuss the tools and techniques for diagnosing reasons behind employee exits. (7)

Q.5

**The Talent Puzzle at BrightStar Retail**

BrightStar Retail, one of India's leading fashion chains, prided itself on rapid expansion and a young workforce. With over 250 stores nationwide, it employed more than 6,000 staff. However, despite its growth, the company began facing talent shortages in key leadership roles.

Store managers were frequently promoted based on tenure rather than capability, leading to inconsistent performance across outlets. The HR Director, Rahul Sinha, observed that

there was no systematic process for talent identification or development. Most promotions happened through informal recommendations.

To address this, BrightStar launched a Talent Management Program (TMP). It involved identifying high-potential employees (HiPos) through performance data, leadership assessments, and behavioral interviews. Selected HiPos were put through a one-year development journey that included mentorship, cross-functional projects, and leadership training.

Initially, the program created excitement among employees. However, by the second cycle, resentment surfaced. Many employees complained that the selection process was "biased" and "non-transparent." Some even felt demotivated, believing that only a "chosen few" benefited.

Rahul realized the challenge — while the TMP improved leadership readiness, it unintentionally created an exclusivity mindset. After consulting with industry experts, BrightStar introduced a dual-tier talent system, balancing HiPo development with inclusive talent engagement programs such as open learning, internal job postings, and innovation contests.

The changes restored morale and widened participation, though Rahul continued to monitor whether inclusivity would dilute the effectiveness of leadership pipelines.

- A Evaluate the pros and cons of exclusive versus inclusive approaches to Talent Management. (7)
- B What strategies should BrightStar adopt to sustain both employee motivation and leadership pipeline strength? (7)

\*\*\*\*\*