

**TILAK MAHARASHTRA VIDYAPEETH, PUNE**  
**MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**  
**EXAMINATION: MAY/JUNE - 2024**  
**SEMESTER - III**  
**Sub.: Performance Management (MHRM 305)**

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**Date : 04/06/2024**

**Total Marks : 60**

**Time: 10.00am to 12.30pm**

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- Instructions:** 1) All questions are compulsory.  
2) Figures to the right indicate full marks.
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- Q. 1. Write Short notes on (Any Three) (15)**
1. Performance management strategy
  2. Corporate culture
  3. Objectives of performance Appraisal
  4. Process of performance appraisal
  5. Performance management Pitfalls
- Q. 2. Answer in detail (Any One) (10)**
1. How does performance management contribute to organizational success and effectiveness?
  2. Define Performance Management. Give its scope and objectives.
- Q. 3. Answer in detail (Any One) (10)**
1. What are the key components of an effective performance management system?
  2. Differentiate between Performance Appraisal Vs. Performance Management.
- Q. 4. Answer in detail (Any One) (10)**
1. How can organizations ensure that performance management processes are fair and transparent?
  2. Give the various types of Performance appraisal methods.
- Q. 5. Case study (15)**

At ABC Company, the HR department is tasked with conducting annual performance appraisals for all employees. However, they encounter several challenges throughout the process.

Firstly, due to the company's rapid growth, the HR department struggles to keep up with the increasing number of employees requiring appraisals. This results in a backlog of performance evaluations, leading to delays and frustrations among employees awaiting feedback.

Secondly, the performance appraisal system used by the company is outdated and lacks flexibility to accommodate the diverse roles and responsibilities of employees across different departments. This makes it challenging to accurately assess and evaluate employee performance, resulting in inconsistencies and inaccuracies in the appraisal process.

Additionally, some managers lack the necessary training and skills to conduct effective performance appraisals. As a result, feedback provided to employees may be vague or subjective, making it difficult for employees to understand areas for improvement or development.

Furthermore, the HR department faces resistance from certain employees who perceive performance appraisals as punitive rather than constructive. This resistance creates tension and undermines the effectiveness of the appraisal process, as employees may be less receptive to feedback and unwilling to engage in discussions about their performance.

In response to these challenges, the HR department recognizes the need for process improvements and invests in training programs to equip managers with the skills and tools necessary to conduct fair and effective performance appraisals. They also explore the possibility of implementing a more modern and adaptable performance management system to streamline the appraisal process and ensure consistency and fairness across the organization.

### **Question**

- 1) What are the consequences of using an outdated performance appraisal system on the accuracy and effectiveness of employee evaluations?
- 2) What specific challenges do managers face when conducting performance appraisals, and how do these challenges impact the quality of feedback provided to employees?
- 3) How might the HR department communicate the importance of performance appraisals and encourage employee participation and engagement in the process?

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