

MBA 3912

M.B.A. DEGREE EXAMINATION, JUNE 2007.

Third Semester

Human Resource Management

Paper XII — PERFORMANCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

1. Define Performance Management. State the concept of Performance Management.
2. What are all the factors, which determine the organisational performance?
3. How does KAIZEN help in improving labour management relations? Explain.
4. "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance". Discuss.
5. What is a Quality Circle? Highlights the roles and functions of various functionaries in QC.
6. Do you think Performance appraisal should still be done in quality-oriented organisation?

7. Briefly describe the Reward system in an organisation.
8. Why do we need quality standards?

PART B — (5 × 10 = 50 marks)

Answer any FIVE out of the following.

9. Explain in detail the Organisation Dynamics and Employee Performance.
10. What are all the features of facilitating organisation for performance?
11. Explain the concept, culture, methods and effectiveness of team building.
12. In what ways do you think contemporary thinking and flexible work schedules reflect on employee performance?
13. Discuss in detail the work place culture and how is it hampered?
14. Analyse the reward system and employee productivity in an organisation.
15. Illustrate the various dimensions of Human Resource Management.
16. Discuss various methods of appraisal practiced in Indian corporate sector.

PART C — (1 × 20 = 20 marks)

17. Case study is compulsory.

A well established company, manufacturing Metal Containers and packaging, had diversified its operations in early 1980's investing a large amount in a bearing factory. In the late 80's the company was suffering from a high cost structure, mounting losses, shortage of liquid funds and large scale exodus of technicians and managers. Management's proposal for reduction in workforce, wage cuts and freezing of DA, was not acceptable to the labour unions with the result that three of its packaging units had to be opened immediately for revival of business which depended upon cost reduction through reduction in the excess work force. Attempt by a large company to take over the sick unit was not permitted under statutes.

- (a) What apparently went wrong?
- (b) What would be your advice to the company?