

TILAK MAHARASHTRA VIDYAPEETH, PUNE
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: DECEMBER - 2025
SEMESTER - III
Sub.: Performance Management (MHRM 305/MBA24-HRM304)

Date : 27/12/2025
Total Marks : 60
Time: 2.00pm to 4.30pm

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

- Q. 1. Write Short notes on (Any Three) (15)**
1. Significance of performance management
 2. Performance planning
 3. Components of an effective reward system
 4. Objectives of performance appraisal
 5. Errors in performance appraisal
- Q. 2. Answer in detail (Any One) (10)**
1. Examine the reasons why organizations shifted from traditional appraisal systems to performance management systems.
 2. Explain the process of Performance appraisal in detail.
- Q. 3. Answer in detail (Any One) (10)**
1. List any three strategies for effective implementation of performance management.
 2. Describe the challenges faced by organizations in maintaining ethical appraisals.
- Q. 4. Answer in detail (Any One) (10)**
1. Assess whether strict confidentiality policies improve ethics in performance appraisal.
 2. Examine the role of organizational culture in creating ethical dilemmas in appraisal.
- Q. 5. Case study (15)**
- When Crescent Infomedia was acquired by a multinational corporation, Helios Tech, employees were hopeful about new opportunities and better resources. For nearly a decade, Crescent had operated with a warm, family-like culture—birthdays were celebrated in the cafeteria, flexible timings were common, and managers often worked closely with their teams in an informal manner. Decisions were taken collaboratively, and employees felt a deep sense of belonging.

However, soon after the acquisition, Helios Tech introduced its own professional and corporate work culture. The new management emphasized structured reporting, stricter timelines, formal communication, and standardized performance metrics. Casual conversations during work hours were discouraged, and employees were instructed to follow a formal dress code on all working days. Team leaders were required to submit daily performance dashboards, and weekly reviews became mandatory.

Many long-term employees felt overwhelmed and alienated. They missed the approachable nature of the old leadership and the open-door environment. Meera, a senior designer, expressed that the new rules made her feel “like a small part of a

machine.” Raj, who had worked in Crescent for 11 years, shared that creativity and collaboration seemed to be declining as employees were more afraid of making mistakes. Informal gatherings became rare, and the once lively office now felt tense and quiet.

On the other hand, the new management believed the professional culture was essential for scaling operations and aligning with global standards. They felt Crescent’s earlier approach, though warm, lacked discipline and hindered efficiency. The leadership saw resistance from employees as reluctance to adapt.

With both sides holding strong views, the atmosphere remained uncertain. The clash of cultures created confusion, reduced morale, and left the future work environment undefined—yet no clear solution had been implemented.

Questions :

1. How would you assess the impact of cultural change on long-term employees during the acquisition?
 2. What methods would you use to understand both management’s expectations and employees’ concerns?
 3. How could you balance professional culture requirements without losing the positive elements of the earlier work environment?
-