

TILAK MAHARASHTRA UNIVERSITY
Masters of Business Administration (Distance)

Home Assignment - IInd year – Semester III

Marks : 80

Code : MDHR - 312

Note :

- * The Paper consists of two sections I & II
- * Attempt any 4 questions from Section I
- * Questions from Section I carry equal marks
- * Section II is Compulsory

Performance Management System

Section I

- Q 1) What is Performance Management System and role of Appraisal ? (15)
- Q 2) Why Performance needs to be planned ? Elaborate. (15)
- Q 3) Describe identification of various training needs after performance appraisal data. (15)
- Q 4) Describe Performance Appraisal practices in India during 1990 period. (15)
- Q 5) Write Short Notes on (Any 3) :
- (a) Time factor in Job Evaluation
 - (b) Training Committee of Job Evaluation
 - (c) Key Performance Appraisals (KPA)
 - (d) Self Appraisal for Managerial Effectiveness
 - (e) Management by Objectives

Section II

- Q 6) Case Study (20)

Employees of SVS Pharmaceuticals were a worried a lot. With the news that the company was going to merge with Vindhya Pharma, all of them were worried about what would happen to their jobs, and the other benefits as a result of the merger. There were all kinds of rumours regarding layoffs and reduction in pay and benefits. SVS Pharmaceuticals had a strong hold in marketing and distribution in India, and so it was considered to be a merger of equals. Amid all the confusion, the employees received a message that the CEO would like to address them regarding the merger.

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The next day, the tensed staff assembled in the conference room. The CEO, Sharath Kumar started the proceedings by sharing with the employees the reasons for the decision, and the advantages for the firm, if the merger was completed. He felt that as a result of the merger, the firm would be able to explore various areas of research because Vindhya Pharma had the resources to finance such research and developmental activities. Even as Sharath Kumar was speaking, the employees had just one question in their mind, what would be the impact of this merger be on their jobs and their pay packages.

To their relief Sharath made it clear that a benefit team would be formed that would have representatives of both the companies. He requested the employees to be patient as it would take some time to clearly decide and bring in an effective plan. As per Sharath's statement a benefit team was formed.

Later in the afternoon, a meeting of the benefits team was called where the team headed by the VP-HR of the merged company, Vinod Sharma stated that since it was a merger of equals, they had to develop something that was the best for the new company, even if it were time-consuming. The team felt that the best way to go about it was to merge the best of both companies' benefit plans or create a new benefit programme that reflected the culture that the new company was trying to nurture. Sharma felt that the latter option would take a longer time. He also stated that their aim was not just to design a new benefit plan, but also to make sure that the employees were knowledgeable and comfortable about the changes in the benefits programme. Before concluding the meeting, the VP made it clear to the team that people were of paramount importance to them and if the benefits programme did not help in retaining them, then merger would serve no purpose.

Questions :

- Q 1) The benefits team has to devise a benefit programme that would satisfy the employees of both the firms. Can you suggest some steps for the benefits team to function effectively ?
- Q 2) The head of the benefits team stated that it would take more time for the firm to create a new benefit plan rather than merging the benefit plans of both the companies. Why would creating a new benefit plan take more time ? What should be the action plan for the HR team ?