

Trim: Sep – Nov 24		
Maximum Marks: 50	Examination: ETE Exam	Date: 14-01-25      Duration: 03 hrs
Programme code: 01 Programme: MBA HR	Class: SY	Semester/Trimester: V
College: K. J. Somaiya Institute of Management	Name of the department/Section/Center: Human Resources	
Course Code: 217P01C517	Name of the Course: Performance Management & Succession Planning	
<p>Instructions: The question paper is divided into two Sections. Section A and Section B. Section A is related to Performance Management with an evaluation component of 25 marks and Section B is related to Succession Planning with the evaluation component of 25 marks. The end term total evaluation component of the course comprises 50 marks.</p> <p><u>Questions for both the sections should be answered separately in the separate answer book.</u></p> <p><u>Instruction for section A :</u> There are total two case lets with questions comprising of 12.5 marks each.</p> <p>Both case-lets are compulsory.</p> <p>Instruction for section B: . Question No. 1 is compulsory (10 marks). 2. Answer any 3 questions from Question 2 to Question 7 (5 marks each).</p>		

<b>Section A</b> <b>Question No.1</b>	<p><b>Case Prime Network Solution</b></p> <p>Prime Network Soft Solutions Ltd. is a conglomerate of eight business units. A decision on merger had taken place to bring new identity to all business units. The company is in the business of software development and has a global presence. It makes specialized software for industries including architecture, engineering, construction, manufacturing, entertainment, and media.</p> <p>In a fast-growing company, time is the most valuable resource. Therefore, the need for having an effective performance management system becomes non-negotiable to measure output levels, both in terms of quantity and quality. Each employee must be able to deliver and improve efficiency to maximize the tight bandwidth. The CHRO gave the responsibility to the subordinates to review and position a new performance management system across all the units, as there is a variation in the performance management practices among these units.</p> <p>A preliminary study revealed that performance management practices are fragmented and piecemeal in majority of the units. One of the first performance issue was lack of clarity in vision and objectives. Employees had no institutional benchmark for a particular task and hence, faced performance issues. There were inconsistencies in identifying key performance indicators and measurement in the organization. Often, it had an ad hoc approach and understanding of what constitutes good performance, which was neither inspirational nor uniform. There were no linkages among various human resource practices like reward structure, career planning, teamwork, competence development initiatives, etc. Many of the employee performance issues were intrinsically linked to overlooking what employees have to say. Most employees, who had joined Prime Network, were driven by their purpose and passion and seek to make a difference. This required organization to hear what employees have to say, and when this did not happen, there was a performance disconnect.</p> <p>First responsibility of human resource manager is to prepare and submit a plan for developing a tailor-made performance management system in-house for approval of board of directors.</p> <p><b>Question:</b></p> <p><i>Position yourself in the shoes of the human resource manager. Based on above details prepare a blueprint for developing a performance management system for approval of the board and using motivational theories give a logical reasoning for the plan.</i></p>	<b>Max. Marks</b>  12.5
<b>Section A</b> <b>Question No.2</b>	<p>Nolen Technologies a large organization with more than ten thousand employees was facing a high attrition for past three consecutive years. Last financial year year's attrition rate was 40%, highest in the industry. The senior leadership employed an outside consultant to understand the reasons for high attrition rate. The inquiry from employees revealed that many employees were unhappy with the performance appraisal. They</p>	<b>Max Marks</b>  12.5

	<p>were uncertain about the requirements of the performance appraisal process. The information regarding appraisal was not clear and they felt confused about how to meet their performance obligations. They also felt undervalued when they believed that their contributions to the organisation are not being effectively assessed or recognised. This in turn will contribute to negative attitudes about their work and organisation.</p> <p>Low quality performance- appraisal experience also led to poor job satisfaction and low commitment. In one of the cases, the consultant found that the production manager of the firm while appraising his subordinates had given high ratings to all the employees irrespective of their performance. Those who had worked hard said ‘performance appraisals and reviews are worthless and wastage of time. When this was brought to the notice of General Manager, he got worried.</p> <p>The General Manager of the firm did not like the way in which the employees were being appraised because he himself could distinguish between the performers and the non-performers, and he could see that the non-performers had the same ratings as the performers.</p> <p><b>Question:</b></p> <p><i>What is the pitfall that is evident in the performance appraisal by the production manager and how can it be avoided? Is it an ethically acceptable appraisal?</i></p>	
<b>Section B</b> Question 1a	<p><b>Solve any one of the below 2 cases:</b></p> <p><b>Leadership Transition at TechVista Inc.</b></p> <p>TechVista Inc., a mid-sized technology company, has seen steady growth over the past decade. However, the organization is now facing a critical challenge. The current Chief Technology Officer (CTO), who has been instrumental in driving innovation and spearheading new projects, plans to retire in two years.</p> <p>The CEO wants to ensure a smooth transition and has tasked the HR department with creating a succession plan for the CTO role. The HR team identifies two internal candidates:</p> <p><b>Anita</b>, a senior software architect with excellent technical knowledge but limited leadership experience.</p> <p><b>Rajesh</b>, a project manager who excels at stakeholder management and team leadership but lacks deep technical expertise.</p> <p>The CEO also suggests considering external candidates, given the critical nature of the role.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li><i>As part of the succession planning process, how should the HR team evaluate the readiness of Anita and Rajesh for the CTO role?</i></li> <li><i>What steps can the organization take to prepare the identified successor(s) for a seamless transition?</i></li> </ol> <p>OR</p> <p><b>Question 1 b Succession Challenges at GreenGrow Farms</b></p> <p>GreenGrow Farms, a family-owned agribusiness, is facing a succession dilemma. The company’s founder and CEO, Mr. Sharma, has decided to step down due to health reasons. He has not formally announced a successor, and there is ambiguity about who should take over.</p> <p>Two potential successors emerge:</p> <p><b>Neha</b>, Mr. Sharma’s daughter, who has been managing the company’s marketing division and has a strong vision for expanding into international markets.</p> <p><b>Vikram</b>, a long-standing and trusted COO, who has extensive knowledge of the operational and financial aspects of the business but lacks strategic vision.</p> <p>Some employees favor Neha due to her innovative ideas, while others believe Vikram’s experience makes him a better choice.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li><i>What succession planning approach should GreenGrow Farms adopt to address the leadership transition?</i></li> <li><i>How can the company ensure a fair and transparent process to minimize conflict and uncertainty among employees?</i></li> </ol>	<b>Max Marks 10</b>
Q2.	<p>Explain any 5 of the terms in the context of Succession Planning Approaches:</p> <ul style="list-style-type: none"> <li>● Direction</li> <li>● Timing</li> <li>● Planning</li> <li>● Scope</li> <li>● Degree of dissemination</li> <li>● Amount of individual discretion</li> </ul>	<b>Max Marks 5</b>
Q3.	Explain any 3 leadership development practices.	5 Marks
Q4.	Explain any 5 characteristics of an effective Succession Plan	5 Marks
Q5.	Explain any 3 Traditional Methods of Career Progression	5 Marks

Q6.	Explain any 3 Trends in Succession Planning	5 Marks	
Q7.	Explain the key differences between Talent Management, Succession Planning, Workforce Planning and Replacement Planning	5 Marks	