

FINAL EXAMINATION

June 2015

P-17(SPM)

Syllabus 2012

Strategic Performance Management

Time Allowed: 3 Hours

Full Marks: 100

The figures in the margin on the right side indicate full marks.

*This Question paper has been divided into 3 parts viz., Section-A (60 marks),
Section-B (20 marks) and Section-C(20 marks).*

Please note:

- From *Section-A*: Performance Management, you are to answer Question No. 1, which is *compulsory*, carrying 20 marks. Further answer any *two Questions* from the rest of the Questions in this section, each carrying 20 marks.
- From *Section-B*: IT & Econometric tool in Performance Management, you are to answer any *two Questions*, each carrying 10 marks.
- From *Section-C*: Enterprise Risk Management, you are to answer any *two Question*, each carrying 10 marks.

SECTION-A (60 Marks)

Performance Management

*Answer Question No. 1, which is compulsory, carrying 20 marks.
Further answer any two Questions from the rest of the
questions in this section, each carrying 20 marks.*

1. Sahni Auto Industries is a manufacturer and exporter of Auto parts with an annual turnover of Rupees one thousand crores. It employs about 2,000 persons in its factory in Punjab and its other offices in India and abroad. The personnel Administration and Human resources Department of the company is headed by Mr. Amit Kapoor, the Chief Personnel Manager.

Mr. Amit Kapoor, an Automobile Engineer joined the company 5 years ago as Product Development Manager. After a successful stint of 4 years as Product Development Manager, he was transferred to Personnel Administration and Human Resources Department as the Chief Personnel Manager as a part of Career development plan.

Mr. Vikas, MBA in Human Resources from a renowned Business school, joined the company as Personnel Manager only 3 months back. He reported to Mr. Amit Kapoor, the Chief Personnel Manager. He handled all routine personnel and industrial relations matters.

One day, during informal discussion with Mr. Amit Kapoor, Mr. Vikas suggested him of linking Human Resources Management with Company's strategic goals and objectives to further improve business performance and also to develop Organizational culture that fosters more innovative ideas. He also advocated creating abundant 'Social Capital' on the ground that people tend to be more productive in an environment which has trust and goodwill embedded in it rather than which is highly hierarchical and formal. Mr. Amit Kapoor disagreed with

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