

Registration No.



**BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY
& MANAGEMENT STUDIES, BHUBANESWAR**

Semester : 9th Sem. IMBA

Batch : 2022-27

Subject : Performance Management System

Subject Code : 16IMN901C

Date : 08.09.2026

Class Test : I

Duration : 1 Hr.

Full Marks : 30

Section- A

1. Answer any four out of following questions. [4 x 2 = 8]
- a) What is Performance Management System? [CO1]
 - b) Define MBO? [CO1]
 - c) Explain the role of Key Performance Indicator for employee. [CO2]
 - d) What is Performance Review? [CO1]
 - e) Explain Halo Effect of performance biasness with example? [CO2]

Section-B

2. Answer any two questions out of following. [2 x 6= 12]
- a) Explain the various traditional method of Performance Appraisal. [CO1]
 - b) "It's not just appraising; it's all about performing." Justify [CO3]
 - c) What is Self-Appraisal? Why it is important under Performance Management System? [CO2]

Section-C

3. Answer any one out of following questions. [1 x 10= 10]
- a) Outline the Process of Performance Management System? [CO1]
 - b) Explain the SMART goal and its relevance for PMS. [CO2]

All the Best



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Semester : 9th Sem. IMBA

Batch : 2022-27

Subject : Team Dynamics at Work

Subject Code : 16IMN902C

Date : 09.09.2026

Class Test : I

Duration : 1 Hr.

Full Marks : 30

Section-A

1. Answer any four out of following questions. [4 x 2 = 8]
- Differentiate between a Group and a Team. [CO1]
 - Define the concept of Synergy in the context of workplace teams. [CO1]
 - List any four key characteristics of an effective team. [CO1]
 - What is the primary operational difference between a Cross-Functional Team and a Self-Directed Team? [CO1]
 - State the main objective of the Forming stage in the team development process. [CO1]

Section-B

2. Answer any two questions out of following [2 x 6= 12]
- Explain the Tuckman Model of Team Development . Detail the specific leadership role required at each stage. [CO1]
 - Differentiate between Cooperation and Internal Competition within a team. [CO1]
 - Explain the main structural and behavioral reasons why high-performing individuals often fail to collaborate effectively when placed in a new team. [CO2]

Section-C

3. Answer any one out of following questions. [1 x 10= 10]
- Critically analyze the core characteristics that distinguish high-performing teams from average teams. [CO4]
 - Design a step-by-step Experiential Team-Building Workshop (duration: 60 minutes) targeting Trust Building and Communication Barriers for a 12-member mid-level management team. Your response must include:
 - Clear learning objectives tied to Module 1 concepts.
 - Detailed activity instructions, required resources, and rules. [CO4]



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Semester : 9th Sem. IMBA

Batch : 2022-27

Subject : Strategic HRM

Subject Code : 16IMN903C

Date : 07.09.2026

Class Test : I

Duration : 1 Hr.

Full Marks : 30

Section-A

1. Answer any four out of following questions. [4 x 2 = 8]
- a) State any two objectives of SHRM. [CO1]
 - b) Why is it necessary to align HR strategy with business strategy? [CO2]
 - c) What is VRIO framework? [CO1]
 - d) What do you understand by strategic fit? [CO1]
 - e) Mention any two characteristics of hard HRM. [CO2]

Section-B

2. Answer any two questions out of following [2 x 6 = 12]
- a) Compare the best-practice and best-fit approaches to Strategic HRM. Under what circumstances may each approach be appropriate? [CO2]
 - b) Distinguish among high-performance management, high-involvement management and high-commitment management. [CO1]
 - c) How is SHRM different from traditional HRM. [CO2]

Section-C

3. Answer any one out of following questions. [1 x 10 = 10]
- a) "Strategic HRM is concerned with improving organisational performance through people." Discuss this statement by explaining the meaning, major concerns and important components and process of SHRM. [CO1]
 - b) Tech Nova Solutions Ltd. operates in the highly competitive software industry. The company seeks to distinguish itself by developing innovative, customised and user-friendly digital solutions for its clients. Instead of competing primarily through low prices, it promises superior product design, continuous innovation and a highly personalised customer experience. To support its business goals, Tech Nova recruits' employees mainly on the basis of academic qualifications and technical test scores. Employees receive fixed salaries based on seniority, while creative contributions and team innovations are not formally rewarded. Performance appraisal concentrates on the number of working hours and projects completed rather than the quality or originality of solutions. Training is limited to standard operating procedures, and most important decisions are taken by senior managers. Although the company has recruited technically competent employees, innovation has declined, talented employees are leaving and teams are reluctant to experiment because employees fear that unsuccessful ideas may negatively affect their appraisal. [CO2]
- Questions:
- a) Identify the business-level competitive strategy being followed by Tech Nova Solutions Ltd. Justify your answer using evidence from the case.
 - b) Recommend a horizontal fit HR practices that would support the company's competitive strategy.