

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 3 – EXAMINATION – SUMMER 2019**

**Subject Code: 3539235****Date: 13/05/2019****Subject Name: Performance Management****Time: 02:30 PM To 05:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1 Explain the following: 14**
- a) Performance Management System
  - b) Competency Mapping
  - c) Organizational Climate
  - d) MBO
  - e) Protégé
  - f) Self-Appraisal.
  - g) Performance agreements.
- Q.2 (a) Discuss the characteristics of Performance Management in detail. 07**
- (b) How organizational culture is different from a bank to an educational institute? Discuss the influence of culture on performance level of employees. 07**
- OR**
- (b) Explain MBO technique for middle-level managers of FMCG sector. 07**
- Q.3 (a) Describe how PMS can be helpful to attain the goals of other functions of HR? 07**
- (b) Discuss in brief: HR Scorecard 07**
- OR**
- Q.3 (a) Discuss in detail the performance mentoring process. How it is significant to protégé's performance? 07**
- (b) Give a brief idea about 360-degree method with its applicability. 07**
- Q.4 (a) Explain Performance Management Cycle in brief. 07**
- (b) Explain various Errors of Performance Appraisal with its remedies. 07**
- OR**
- Q.4 (a) Define Performance Monitoring. Explain the role of Assessment Center in monitoring performance of employees. 07**
- (b) How HR professional can frame performance-based Succession Planning? 07**

**Q.5**

**CASE STUDY:**

RamZee Electronics Corporation Ltd. Recently diversified its activities and started producing computers. It employed personnel at the lower level and middle level. It has received several applications for the post of commercial manager – computer division. It could not decide upon the suitability of the candidate to the position, but did find that r. Mayur is more qualified for the position than other candidates. The corporation has created a new post below the cadre of General Manager i.e. Joint General Manager and asked Mr. Mayur to join the Corporation as Joint General Manager. Mr. Mayur agreed to it in view that he will be considered for General Managers position based on his performance. Mr. Manoj, the Deputy General Manager of the Corporation and one of the candidates for General Managers Position was annoyed with the management's practice. But, he wanted to show his performance record to the management at the next appraisal meeting. The management of the corporation asked Mr. Chobey, General Manager of Televisions Division to be the General Manager in charge of Computer Division for some time, until a new General Manager is appointed. Mr. Chobey wanted to switch over to Computer Division in view of prospects, prestige and recognition of the position among the top management of the Corporation. He viewed this assignment as a chance to prove his performance.

The corporation has the system of appraisal of the superior's performance by the subordinates. The performance of the Deputy General Manager, Joint General Manager and General Manager has to be appraised by the same group of the subordinates. Mr. Manoj and Mr. Chobey know very well about the system and its operation, whereas Mr. Mayur is a stranger to the system as well as its modus operandi. Mr. Chobey and Mr. Manoj were competing with each other in convincing their subordinates about their performance and used all sorts of techniques for pleasing them like promising them a wage hike, transfers to the job of their interest, promotion, etc. However, these two offers functioned in collaboration with the view to pull down Mr. Mayur. They openly told their subordinates that a stranger should not occupy the "chair". They created several groups among employees like pro Manoj's group, pro Chobey group, Anti Mayur and Mayur group.

Mr. Praksh has been watching the proceedings calmly and keeping the top management in touch with all these developments. However, Mr. Mayur has been quite work conscious and top management found his performance under such a political atmosphere to be satisfactory. Mr. Mayur's pleasing manners and way of maintaining human relations with different levels of employees did, however, prevent the emergence of an anti Mayur wave in the company. But in view of the political atmosphere within the company, there is no strong pro Mayur's group either.

Management administered the performance appraisal technique and the subordinates appraised the performance of all these three managers. In the end, surprisingly, the workers assigned the following overall scores. Mayur: 560 points, Chobey: 420 points and Manoj: 260 points.

- (a) How do you evaluate the worker's appraisal in this case? **07**
- (b) Do you suggest any techniques to avert politics creeping into the process of performance appraisal by subordinates? Or do you suggest the measure of dispensing with such appraisal systems? **07**

**OR**

- Q.5** (a) Do you think Mr. Mayur should act in any other different manner to tackle the entire issue? Please give your input. **07**
- (b) Do you support the judgment taken by top management with respect to all three employees? If a chance is given, how much changes you will make in points and why? **07**