

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 3 – EXAMINATION – WINTER 2018**

**Subject Code: 3539235****Date: 13/12/2018****Subject Name: Performance Management (PM)****Time: 10:30 AM To 01:30 PM****Total Marks: 70****Instructions:**

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

<b>Q. No.</b>		<b>Marks</b>
<b>Q.1</b>	Explain Following. <ol style="list-style-type: none"> <li>1. Halo error</li> <li>2. HR Audit</li> <li>3. Psychological contract</li> <li>4. Competency mapping</li> <li>5. Performance agreement</li> <li>6. Potential Appraisal</li> <li>7. Any 4 objectives of performance management</li> </ol>	<b>14</b>
<b>Q.2</b>	(a) What is performance management ? Explain the difference between performance appraisal & performance management	<b>07</b>
	(b) In your opinion, is performance management more successful in large organizations than in smaller ones ?	<b>07</b>
<b>OR</b>		
	(b) How is performance management linked with other functions of HRM explain.	<b>07</b>
<b>Q.3</b>	(a) What are the objectives & importance of performance planning ?	<b>07</b>
	(b) Is performance counseling the right tool to deal with employee dissatisfaction with pay & career decisions taken by the management ?	<b>07</b>
<b>OR</b>		
<b>Q.3</b>	(a) What is the concept of performance monitoring ? Discuss the benefits of the same	<b>07</b>
	(b) 'In practice more emphasis is given to performance evaluation rather than performance planning' critically evaluate the statements explaining the importance of performance planning.	<b>07</b>
<b>Q.4</b>	(a) Explain in detail the concept of balance Scorecard	<b>07</b>
	(b) Why should managers provide ongoing & frequent feedback to the employees about their performance	<b>07</b>
<b>OR</b>		
<b>Q.4</b>	(a) Explain in detail the modern methods of performance appraisal	<b>07</b>

**Q.5 CASE STUDY:**

Ajay is an employee whose performance was more than satisfactory for over 2 years. His work assignments were completed on time & accurately done.

However for the last 3 months, Ajay's work has been consistently late & incomplete. His work also has contained an increased number of mistakes. He does not seem to be concentrating on his work very well and often gives vague & incomplete answers when his manager needs information from him.

Ajay's performance problems started about the time a new computer system was introduced in the company. His manager has provided regular feedback & counseling to Ajay on the problems with his assignments. During one of the counseling sessions Ajay mentioned problem using the new software. Ajay & his manager jointly agreed that he should take advantage of the 2 day training session offered.

After the training session the trainer informed the manager that Ajay barely participated in the training session & that he acted very nonchalant during the entire 2 days.

Ajay's performance is still not improving. He has a backlog of work which means his assignments are often late and is impacting the work of others. The manager has asked other employees to step in and help complete the backlog. In addition the manager is spending a lot of time reviewing his submissions and has found three serious errors in the past 2 weeks.

The manager is now seriously thinking of counseling Ajay in the next 3-4 weeks time

- (a) Is Ajay's performance an example of poor or marginal performance 07
- (b) Does this situation meet the criteria for counselling ? Why explain in detail? 07

**OR**

- Q.5**
- (a) Are 3 or 4 weeks an appropriate amount of time to wait if the manager decides to counsel Ajay? 07
  - (b) If you decide to counsel Ajay should you write a counseling memo ? 07

\*\*\*\*\*