

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA (PART TIME) SEMESTER V EXAMINATION – WINTER 2019

Subject Code: 3559932**Date: 05/12/2019****Subject Name: Performance Management****Time: 10.30 AM TO 01.30 PM****Total Marks: 70****Instructions:**

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

- Q.1** Terminologies **14**
1. Competency Mapping
 2. MBO
 3. e-PM
 4. Potential Appraisal
 5. HR Scorecard
 6. Performance Mentoring
 7. Performance Management Cycle
- Q.2** (a) Explain aims of performance management and recent developments in performance management. **07**
- (b) Discuss process of performance management with other HR functions. **07**
- OR**
- (b) What is performance Monitoring? Explain criteria for performance measurement? **07**
- Q.3** (a) Compare competency Mapping and competency Modelling. **07**
- (b) Discuss and display various performance Appraisal forms. **07**
- OR**
- Q.3** (a) Discuss the role of Training and development in PMS. **07**
- (b) Explain the role of HR professionals in performance management. **07**
- Q.4** **CASE STUDY:** Please read the case given below and answer the questions given at the end.

Ajay is an employee whose performance was more than satisfactory for over two years. His work assignments were completed on time and accurately done. However for the last three months, jay's work has been consistently late and incomplete. His work also has contained an increasing number of mistakes. He does not seem to be concentrating on his work very well, and often gives vague and 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 and counseling to Ajay on the problems with his assignments. During one of the counseling sessions, Ajay mentioned problem using the new software. Ajay and his manager jointly agreed that he should take advantage of the two-day training session offered.

After the training session, the trainer informed the manager that Ajay barely participated in the training session and that he acted very nonchalant during the entire two 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 two weeks.

The manager is now seriously thinking of counseling Ajay in the next three to four weeks' time.

(a) Is Ajay's performance an example of poor or marginal performance? 07

(b) Does this situation meet the criteria for counseling? 07

OR

Q.4 (a) Are three or four weeks an appropriate amount of time to wait if the manager decides to counsel Ajay? 07

(b) If you decide to counsel Ajay, how would you counsel? 07

Q.5 **CASE STUDY: PERFORMANCE APPRAISAL POLICIES**

Berkeley Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

(a) Analyze case study. 07

(b) How far do you agree with the management that performance appraisal should be discontinued? 07

OR

Q.5 (a) If you were the HR manager, how would you tackle the situation? 07

(b) What modifications would you suggest in the performance appraisal system of the company? 07
