

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

## GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER- IV EXAMINATION – WINTER 2020

Subject Code:4549231

Date:04/01/2021

Subject Name:Specialization-HRM\_Performance Management (PM)

Time:02:00 PM TO 04.00 PM

Total Marks: 47

Instructions:

1. Attempt any THREE questions from Q1 to Q6.
2. Q7 is compulsory.
3. Make suitable assumptions wherever necessary.
4. Figures to the right indicate full marks.

Q. No.		Marks
Q.1	Define following terms:	06
(a)	(a) Objectives of Performance Management (b) Performance Counseling (c) Assessment Centre	
(b)	(a) Competency Mapping (b) Balance Scorecard (c) Team Performance	06
Q.2	(a) Bring out the benefits and imperatives of Performance Management. What elements are necessary to make an effective Performance Management?	06
	(b) Performance Management System is a key to competitive advantage of an organisation. Justify the statement with suitable examples.	06
Q.3	(a) Explain Performance Management Process in detail with suitable diagram.	06
	(b) Performance Management System is a strategic process, yet many organisations even today have Performance Management System without linkage to its business strategies. How are such organisations are surviving and making profit?	06
Q.4	(a) Describe objectives and process of effective Performance Counseling with suitable example.	06
	(b) What are the methods of Performance Appraisal? Which method in your opinion is useful in today's context? Justify your answer with suitable examples from Indian Industry.	06
Q.5	(a) What is Performance Monitoring? Describe the essential steps of Performance Monitoring.	06
	(b) How do you as an HR manager see the future mediating role of Performance Management in reward and compensation system? Comment.	06
Q.6	(a) How can mentor help to improve performance of employees, teams and organisation? Design a Performance Monitoring Process with built in	06

mentoring programme for your organisation.

- (b) Ethics in Performance Management is crucial to the organisational success. Comment on the statement. **06**

**CASE STUDY:**

**Q.7**

Sanjay is an employee whose performance was more than satisfactory for over two years. His work assignment were completed on time and accurately done.

However, for the last 3 months, Sanjay'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.

Sanjay's performance problems started when a new computer system was introduced in the company. His manager has provided regular feedback and counselling to Sanjay on the problems with his assignments. During one of the counselling sessions Sanjay mentioned problem of using the new software. Sanjay 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 Sanjay barely participated in the training session and that he acted very nonchalant during the entire two days. Sanjay'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 to 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 counselling Sanjay in the next three to four weeks time.

- (a) Is Sanjay's performance an example of poor or marginal performance? **5.5**
- (b) Does this situation meet the criteria for counselling? **5.5**

**OR**

- (a) Are three or four weeks an appropriate amount of time to wait if the manager decides to counsel Sanjay? **5.5**
- (b) If you decide to counsel Sanjay, should you write a counselling memo? **5.5**