

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER - IV – EXAMINATION – WINTER 2021**

Subject Code: 4549231

Date: 23/12/2021

Subject Name: Performance Management

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.

Q. No.	Question Text and Description	Marks
Q.1	Definitions / terms / explanations / short questions based on concepts of theory/practical (a) Valence (b) Management by Objective (c) Competency analysis (d) E-Performance Management (e) Behavioral Indicator (f) Halo Effects (g) Performance Counseling	14
Q.2	(a) List the key challenges to Performance Management	07
	(b) Design a performance planning process for your organization	07
	<b>OR</b>	
	(b) “Key results area areas capture about 80 percent of a work role.” Define.	07
Q.3	(a) What is the role of assessment centre as a development tool?	07
	(b) In most of the Indian companies performance management is limited up to performance appraisal. Discuss the key reasons.	07
	<b>OR</b>	
Q.3	(a) How 360 degree feedback systems add values?	07
	(b) Construct a sample questionnaire for competency mapping	07
Q.4	(a) Explain in Brief the 7 sins of HR professional.	07
	(b) How will you minimize the impact of common rating errors in performance appraisal?	07
	<b>OR</b>	
Q.4	(a) Explain in brief the 7 rules of excellence.	07
	(b) “Performance counseling is the heart of performance management system.” Do you Agree?	07

**Q.5**

**CASE STUDY:**

Rohan Sharma has been employed for nine months in the accounts section of a large Publishing company in Mumbai. You have been his supervisor for the past three months.

Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Rohan, all seem to be meeting the targets set by you. Along with numerous errors, Rohan's work is characterized by low performance - often he does 20 per cent less than the other clerks in the department.

As you look into Rohan's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

- (a) As Rohan's supervisor, can you find out whether the poor performance is due to poor training or to some other cause? **07**
- (b) If you find Rohan has been inadequately trained, how do you go about introducing a remedial training programme? **07**

**OR**

- Q.5** (a) Should you supervise him more closely? Can you do this without making it obvious to him and his co-workers? **07**
- (b) Should you discuss the situation with Rohan and how you could help him? **07**

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