

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –IV-EXAMINATION – SUMMER-2022

Subject Code: 4549231

Date: 13-07-2022

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	a) Write down the main aim of performance management b) Write down characteristics of PM c) List out the points of PM counseling process d) What do you mean by performance standards e) What is competency mapping f) What is balance scorecard g) What is e-PM	14
Q.2	(a) Define Performance management and explain the 7 rules for excellence in PM. (b) Discuss performance management cycle in detail.	07 07
OR		
	(b) Discuss current developments in PM	07
Q.3	(a) What do you understand by performance counseling? (b) Discuss the methods for evaluating performance. (Any 2 in detail) 360 Degree appraisal Competency mapping Competency modeling Balance scorecard	07 07
OR		
Q.3	(a) What do you mean by assessment centre? Write down criteria for performance measurement (b) Write down activities of PM in detail.	07 07
Q.4	(a) Explain the ethics in performance management in detail (b) Write down difference between performance management and performance appraisal	07 07
OR		
Q.4	(a) What is the role of Training and development in PM ? (b) What are the roles of HR Professionals in PM	07 07

Q.5

Harsha and Franklin both of them are postgraduates in management under different streams from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in the HR department as employee counsellor and Franklin in the finance department as a key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature, Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he used to be in the past. She noticed some behavioural changes with him. During general conversations, she feels that Franklin is taunting her that she is famous among the employees in the organization; on the other hand, he is not even recognized by fellow employees.

One morning Mr. Mehta General Manager Hy-tech technology solutions shocked while going through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she does not know this before she also revealed her current experience with him. Mr. Mehta who does not want to lose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Mehta took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitation, opened his thinking in front of Mr. Mehta. The problem of Franklin is

1) when he comes alone to canteen the people from others don't even recognize him but if he accompanied by Harsha he gets well treated by others.

2) one day Both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so.

3) Even in meetings held in the office, the points raised by Harsha will get more value so many times he keeps silent in the meeting.

It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also questioned that " Harsha and myself have the same qualification, from the same institute, passed out in the same

year both with first class. We have the same number of experiences in this organization. Moreover, the responsibilities with me are more valuable than those of Harsha. After all these things if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here”.

By listening to this statement Mr.Metha felt that it is not going to be very difficult to stop his resignation. Mr. Mehta explained Franklin the reasons for such partial behaviour of the employees.

After listening to Mr. Mehta Franklin said sorry for his reaction and ready to take back his resignation. And he called Harsha and spoke with like before.

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| (a) | Write down problems in case and give suggestion for the Same | 07 |
| (b) | Find the reason that Mr. Mehta would have given to Franklin. | 07 |

OR

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| Q.5 | (a) If you are HR manager of this Company then how would you deal with this case | 07 |
| | (b) Write down counseling tricks Mr. Mehta can used for Franklin. | 07 |
