

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA– SEMESTER –IV-EXAMINATION – WINTER-2023

Subject Code:4549231**Date: 02-12-2023****Subject Name: Performance Management****Time:02:30 PM TO 05:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Marks
Q.1 Write about following terms:	14
a) Goal-setting theory	
b) Competency mapping	
c) Electronic performance management	
d) Emotional freedom technique	
e) Human capital theory	
f) Horn effect	
g) Culture of dissent	
Q.2 (a) Explain KPI and KRA.	07
(b) Explain seven sins of HR professionals.	07
OR	
(b) Explain seven rules of excellence for HR professionals.	07
Q.3 (a) Why has performance counseling in the organizational context ended up being a dreaded dialogue?	07
(b) Designing a reward strategy based on performance is the key to organizational successes. Justify the statement.	07
OR	
Q.3 (a) List out the characteristics of uniform and normal distribution along with the parameters mean and standard deviation.	07
(b) Assess and justify a five-factor model taking an example of manufacturing sector for performance management.	07
Q.4 (a) Performance appraisal is plagued by rating errors. Elaborate this statement.	07
(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.	07
OR	
Q.4 (a) Write a note on multidimensional scaling.	07
(b) Design and explain the performance management system of your organization.	07
Q.5 Case Study	14
Kaveri Boilers Private Limited is a medium-sized company engaged in the production of industrial boilers for the past 40 years. It has 5,800 employees. It is basically a non-unionized company with traditional HR policies and practices. The performance management (PM) policy of this company primarily focused on rewarding efficiency and chastising incompetence. The company attached immense weight age to its annual performance evaluation practice and treated it as a major event in the organization. Even though the outcome of the performance evaluation process often formed the basis for compensation fixation, promotion, transfer, and disciplinary actions, many employees viewed it as a mere	

fault-finding exercise without any performance improvement initiative. The PM system of Kaveri worked as follows.

When an employee's performance declines beyond the permissible levels, a warning is issued to him and he is usually asked to explain the reason for the decline. In the absence of any convincing reply or significant improvement in his performance within a reasonable time-frame, the company resorts to lateral transfers and the poor performer is normally shifted out of his present department and moved to another. However, the same appraisal system is continued there too and the employee is monitored closely. If the employee still continues to fare poorly, his services are terminated after due notice. This practice goes well with the over-all objective of the company's performance management system, which focuses on quality sustenance at all levels without making any compromise even while preserving the morale of the performing employees by quickly recognising their talents and rewarding them rightly.

Although the current performance management system has succeeded in maintaining the quantity and quality of the products at barely satisfactory levels, the response of the employees to this kind of evaluation has been far from encouraging. The employees have a grudge that the appraisal system has always been keeping them on tenterhooks. To make matters worse, the indifferent attitude and low morale of those employees who have been transferred as part of the penalty has made the situation uneasy and caused anxiety among other employees. The HR manager is a mystified man and has no clues as to why the current system has not been able to produce the desired results of optimum productivity and adequate patronage of employees. Now, the challenge before the HR manager and his team is to pin-point the real reason for the problems of the organization on the labour front and then decide whether to continue with the existing evaluation system after making necessary modifications or replace it with some other system that will be more acceptable to one and all.

(a) Can we blame the existing performance management system for all the problem of the company?

(b) Are there any HR issues other than performance appraisal involved? If yes, what are they?

OR

(a) If you were to be the HR manager, what will you do to resolve the crisis?

(b) What changes would you adopt and how?
