

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA SEMESTER- IV - EXAMINATION-SUMMER-2024

Subject Code: 4549231

Date: 26/04/2024

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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

		Marks
Q.1	Definitions / terms / explanations / short questions based on concepts of theory/practical (a) Performance Appraisal (b) 360 degree Feedback (c) Coaching (d) Expectancy (e) Competency analysis (f) Assessment centre (g) Balance Scorecard	14
Q.2	(a) “Key results area areas capture about 80 percent of a work role.” Define.	07
	(b) Performance counseling is the heart of the performance management system. Do you agree?	07
	OR	
	(b) Performance management system is a inter-linked process. Define the statement by giving some practical example.	07
Q.3	(a) How important is ethics in Performance Management, and how can HR professionals ensure ethical practices in the implementation of PMS?	07
	(b) How to bring about operational change through performance management? Discuss the role of HR manager as leader in bringing about that change.	07
	OR	
Q.3	(a) What are the various steps in implementing an effective performance appraisal system?	07
	(b) Why 360-degree feedback is also known as ‘multi-rater feedback’?	07
Q.4	(a) What is the significance of performance agreements in Performance Management, and how can training and development aid in their creation and implementation?	07
	(b) Design a standard monitoring process for banking industry.	07

OR

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| Q.4 | (a) | How does team performance impact Performance Management System, and how can training and development enhance it? | 07 |
| | (b) | How does a leader take their group and turn them in to this high performing team? | 07 |

Q.5 CASE STUDY:

Software Company ABC is a medium-sized company that provides software development and consulting services to clients. The company has noticed a decline in employee productivity and quality, as well as an increase in employee turnover. To address these issues, the company has decided to implement a performance management system.

Step 1: Identify Objectives and Goals

The first step in implementing a performance management system is to identify the objectives and goals of the system. For Software Company ABC, this could include setting clear performance expectations for employees, establishing a process for evaluating employee performance, and providing training and support to managers and employees. The company should also communicate the benefits of the system to employees, such as opportunities for growth and development, recognition for good performance, and increased job satisfaction.

Step 2: Develop Metrics for Employee Performance

To evaluate employee performance, Software Company ABC should develop metrics that are specific, measurable, achievable, relevant, and time-bound (SMART). These metrics could include productivity, quality of work, customer satisfaction, and adherence to deadlines. The company should also establish a process for collecting and analyzing data on employee performance, such as regular performance reviews and feedback sessions.

Step 3: Address Implementation Challenges

Implementing a performance management system can present a number of challenges, such as resistance from employees or managers, lack of resources or time, or difficulty in measuring performance. To address these challenges, Software Company ABC should involve employees and managers in the design and implementation of the system, provide adequate training and support, and establish clear expectations and guidelines for the system.

Step 4: Use Performance Management to Improve Employee Productivity and Retention

By implementing a performance management system, Software Company ABC can improve employee productivity and retention. The system can help employees to understand their roles and responsibilities, set clear goals and expectations, and receive regular feedback and recognition for good performance. This can increase motivation and job satisfaction, which can in turn lead to higher levels of productivity and reduced turnover.

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| Q.5 | (a) | What steps should Software Company ABC take to ensure successful implementation of the performance management system? | 07 |
| | (b) | What metrics can Software Company ABC use to evaluate employee performance? | 07 |

OR

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| Q.5 | <p>(a) What challenges may Software Company ABC face in implementing the performance management system, and how can they overcome these challenges?</p> | 07 |
| | <p>(b) How can Software Company ABC use the performance management system to improve employee productivity and reduce turnover?</p> | 07 |
