

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA-SEMESTER-IV-EXAMINATION-SUMMER-2025

Subject Code: 4549231

Date: 29/05/2025

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.

Q. No.	Marks
Q.1 Write about following terms:	14
a) Goal-setting theory b) Human capital theory c) Balance scorecard d) Behavioral Indicator e) Competency mapping f) Performance standards g) E-Performance Management	
Q.2 (a) Explain seven sins of HR professionals.	07
(b) Design a performance planning process for your organization	07
OR	
(b) Explain seven rules of excellence for HR professionals.	07
Q.3 (a) Discuss current developments in PM	07
(b) In most of the Indian companies' performance management is limited up to performance appraisal. Discuss the key reasons.	07
OR	
Q.3 (a) How will you minimize the impact of common rating errors in performance appraisal?	07
(b) "Performance counseling is the heart of performance management system." Do you Agree?	07
Q.4 (a) What do you mean by assessment centre? Write down criteria for performance measurement	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) Explain the ethics in performance management in detail	07
(b) What are the roles of HR Professionals in PM	07
Q.5 Case Study	14

In 2015, Deloitte was the first big name to announce it was scrapping once-a-year performance reviews, 360-degree feedback and objective cascading. This change occurred after the company calculated these processes were consuming a remarkable two million hours a year across the organization.

Deloitte's new performance management process requires every team leader to check in with each team member once a week to discuss near-term SMART goals and priorities, comment on recent work and provide coaching. The check-ins are initiated by the team members, rather than the team leaders to ensure these check-ins take place frequently. This also serves to give employees a sense of ownership over their work, role and time.

These weekly employee check-ins are supported by quarterly reviews when team leaders are asked to respond to four future-focused statements about each team member. Rather than asking team leaders what they think of the team member — which is what traditional performance ratings do — they ask what the team leader would do with the team member.

- (a) What are SMART goals, and why are they emphasized in Deloitte's approach?
- (b) Explain the purpose of quarterly reviews and the four future-focused statements posed to team leaders.

OR

- (a) How does Deloitte's revised process align with the goal of improving performance management efficiency?
- (b) Why did Deloitte decide to abandon once-a-year performance reviews, 360-degree feedback, and objective cascading?
