

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

Subject Code: 4549231

Date: 12/12/2024

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	Definitions / terms / explanations / short questions based on concepts of theory/practical (a) MBO (b) Performance Appraisal (c) Balance Score Card (d) Performance Counseling (e) On-the-job Development (f) Competency Mapping (g) Delegation of Authority	14
Q.2	(a) Explain MBO and its Process. (b) What are the 7 sins of HR professionals? Explain the 7 rules of excellence?	07 07
	OR	
	(b) Differentiate between performance management and performance appraisal.	07
Q.3	(a) Explain the various methods of Planning Individual Performance. (b) What are the different skills needs for Performance Counselling. Also explain the tips for effective performance counseling.	07 07
	OR	
Q.3	(a) Explain the process of Performance Managing with corporate example of your favorite company. (b) Explain the difference between performance coaching and performance counseling.	07 07
Q.4	(a) Write a short note on Balance Scorecard. (b) Explain KRA & KPI in detail.	07 07
	OR	
Q.4	(a) Describe the advantages and disadvantages of 360 degree performance. (b) Explain the competency model of performance management.	07 07

Q.5

CASE STUDY:

Satish is an employee whose performance was more than satisfactory for over two years. His work assignment were completed on time and accurately done. However, for the last 3 months, Satish's work has been consistently late and incomplete. His work also has contained an increasing number of mistakes. He does not seem to be concentrating on his work very well, and often gives vague and incomplete answers when his manager needs information from him. Satish's performance problems started when a new computer system was introduced in the company. His manager has provided regular feedback and counselling to Satish on the problems with his assignments. During one of the counselling sessions Satish mentioned problem of using the new software. Satish and his manager jointly agreed that he should take advantage of the two-day training session offered. After the training session, the trainer informed the manager that Satish barely participated in the training session and that he acted very nonchalant during the entire two days. Satish's performance is still not improving. He has a backlog of work, which means his assignments are often late and is impacting the work of others. The manager has asked other employees to step in and help to complete the backlog. In addition, the manager is spending a lot of time reviewing his submissions and has found three serious errors in the past two weeks. The manager is now seriously thinking of counseling Satish in the next three to four weeks time.

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|------------|---|-----------|
| (a) | Is Satish's performance an example of poor or marginal performance? | 07 |
| (b) | Does this situation meet the criteria for counselling? | 07 |

OR

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|------------|------------|---|-----------|
| Q.5 | (a) | Are three or four weeks an appropriate amount of time to wait if the manager decides to counsel Satish? | 07 |
| | (b) | If you decide to counsel Satish, should you write a counselling memo? | 07 |
