



<b>Name:</b>	
<b>Enrolment No:</b>	

**UPES**  
**End Semester Examination, December 2023**

<b>Course: Performance Management</b> <b>Program: MBA (HRM)</b> <b>Course Code: HRES 8014</b>	<b>Semester: III</b> <b>Time : 03 hrs.</b> <b>Max. Marks: 100</b>
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**Instructions: Attempt all Questions**

**SECTION A**  
**10Qx2M=20Marks**

S. No.		Marks	CO
Q 1.	Which of the following are among the major components of an appraisal form? A. Pay scale B. Names of feedback suppliers C. Developmental achievements D. None of these	2	CO1
Q 2.	Which of the following is not the behaviour-based appraisal method? A. Critical incident B. BARS C. BOS D. BSC	2	CO1
Q 3.	_____ rating errors result because of the complexities involved in observing performance, storing that information in memory, and then recalling that information while rating an employee. A. Intentional B. Unintentional C. Negative D. Positive	2	CO1
Q 4.	Training programs that explain the reasons for implementing performance management systems; how to observe, record, and measure performance; and how to use the appraisal form should _____. A. decrease intentional rating errors B. decrease unintentional rating errors C. A and B D. none of the above	2	CO1
Q 5.	Suggestions to improve the quality of self-appraisals include all of the following, EXCEPT: A. Use comparative as opposed to absolute measurement systems. B. Allow employees to practice their self-rating skills.	2	CO1

	C. Assure confidentiality. D. Focus on the past.		
Q 6.	What are the two main strategies to obtain an overall performance score for an employee? A. Judgmental and mechanical B. Judgmental and objective C. Subjective and objective D. Mechanical and industrial	2	CO1
Q 7.	Which of the following are included in the six possible formal meetings between a subordinate and a supervisor in a performance management system? A. Self-appraisal and debate session B. Debate session and performance review C. Customer satisfaction review and merit/salary review D. Merit/salary review and classical performance review	2	CO1
Q 8.	The meeting during which the employee's performance is discussed, including both the perspective of the supervisor and the employee, is called a _____. A. developmental plan B. self-appraisal C. classical performance review D. system inauguration	2	CO1
Q 9.	Tangible returns include: A. Base pay B. Learning opportunities C. Respect from coworkers D. None of the above	2	CO1
Q 10.	Which of the following does the text identify as a possible danger of a poorly implemented performance management system? A. Salaries must be increased. B. Poorly performing employees will always stay at the organization. C. No time or money is spent on the system. D. Motivation to perform is decreased.	2	CO1
<b>SECTION B</b> <b>4Qx5M= 20 Marks</b>			
Q11.	Describe the steps involved in the performance appraisal process.	5	CO2
Q 12.	How can a well-structured performance appraisal system contribute to employee development and organizational success?	5	CO2
Q 13.	How does constructive feedback influence an employee's performance and growth, and what are the best practices for delivering feedback in an organizational setting?	5	CO2
Q 14.	Outline the common reasons for underperformance in the workplace.	5	CO2
<b>SECTION-C</b> <b>3Qx10M=30 Marks</b>			

Q15.	<p>Imagine you are a senior HR manager in a large multinational corporation that has recently implemented a new performance management system. The system includes goal setting, regular feedback, and performance evaluations. The initial feedback from employees and managers has been mixed, with some resistance and confusion about the process.</p> <p>How would you, as the HR manager, address these challenges and enhance the acceptance and effectiveness of the new performance management process? Describe the specific steps you would take, including communication strategies, training, and adjustments to the process, to ensure a smoother transition and improved employee engagement and performance.</p>	10	CO3
Q 16.	<p>Imagine you are an HR manager in a mid-sized company tasked with redesigning the organization's performance appraisal form. The current form is outdated and ineffective, and you have the opportunity to create a new one.</p> <p>How would you approach the design of the new performance appraisal form? Describe the key elements and criteria you would include in the form to ensure it accurately evaluates employee performance, aligns with the organization's goals, and provides a fair and comprehensive assessment. Explain how this new form can contribute to a more effective and transparent performance appraisal process.</p>	10	CO3
Q 17.	<p>Imagine you are the HR manager of a rapidly growing technology startup, and you need to create a job description for the newly established role of "Digital Marketing Manager." This role is critical for the company's online presence and growth.</p> <p>How would you approach the task of writing a comprehensive job description for the Digital Marketing Manager position? Describe the key components, including the job title, responsibilities, qualifications, and reporting structure, while considering the company's specific needs and objectives. Explain how this well-crafted job description will aid in attracting the right candidates and contributing to the company's success. This question challenges individuals to apply their knowledge of job description writing to a practical scenario and develop a job description that aligns with the organization's goals and requirements.</p>	10	CO3
<b>SECTION-D</b> <b>2Qx15M= 30 Marks</b>			
	<p style="text-align: center;"><b>Deliberate Practice Makes Perfect</b></p> <p>Ricardo is an associate financial analyst in a large financial consulting firm. He works in the emerging markets division developing low-cost products for the Southeast Asia region. He was selected for this position because of his wide range of skills, relevant experience, and analytical abilities. During his time at the firm, he has worked on a variety of projects and has become well respected among his peers.</p>	30	CO2

Q 18.	<p>He is satisfied with his job and with his progress so far, but he strives to work on more challenging projects, wants to make a greater impact, and seeks a leadership-centered role. Ricardo has a strong drive and eventually hopes to get a position at the highest levels of the organization. In recent years, the firm has remained stable but has struggled with growth. The recent economic downturn changed the financial landscape and is requiring new and innovative solutions to common issues such as reducing and calculating risk. As a result, the firm decided to launch a company-wide competition for the best risk assessment model in order to motivate all of its employees to work on solving this issue. After several rounds of assessment and interviews, the top two finalists will be invited to present their ideas to the CEO who will make the final decision regarding the winner of the competition. The winning team will receive a substantial cash prize alongside significant prestige.</p> <p>Ricardo sees this as the perfect chance to impress his colleagues and supervisors and to establish himself as a top performer. This competition presents the ideal circumstances for him to not only prove himself but also really shine. He and his team are incredibly excited about this opportunity and have been working tirelessly on this project. Ricardo's strong math and finance background helped him come up with a comprehensive and complex algorithm that seems to be surprisingly effective in predicting risk. Each member contributes to different aspects of the project and together they create a strong proposal that they believe is worthy of winning the competition. Ricardo emerges as leader of the group due to his detailed knowledge and understanding of its proposed model. He is excellent at motivating and guiding his small team, but he gets very nervous in formal situations and speaking in public, which questions his ability to influence people. He knows that part of the selection process will involve presenting his team's idea to different departments and important stakeholders and that he will be expected to take the lead during these presentations.</p> <p>He also knows that the key to passing through each round of the selection process will be to get people on board with their idea and convincing them of its potential.</p> <p>You are Ricardo's manager, and he comes to you for advice and guidance about the current situation. You believe that he is one of the brightest employees in the company and that he has the potential to become the most successful as well. However, he will need to overcome his fear of public speaking and develop his presentation skills to win this competition and reach his goals. Ricardo is committed to improvement and to becoming a top performer, and he understands that this will require a considerable amount of time and dedication. However, he hasn't heard of the concept of deliberate practice and is unsure of how to get the most value out of the time he dedicates to improving his performance.</p> <p>1. Based on the concept of deliberate practice, list the five steps that lead to excellence.</p>		
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	2. Provide Ricardo with specific recommendations on how he can “deliberately practice” his presentation skills.		
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