


Name:	
Enrolment No:	

UPES
End Semester Examination, December 2024

Course: Performance Management
Program: Integrated BBA MBA and BBA Core
Course Code: HRES 2003

Semester: III
Time: 03 hrs.
Max. Marks: 100

Instructions: Write precise and brief answers

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q1.	Choose the correct option: <i>TRUE or FALSE</i>		
1 (i)	Maslow's Hierarchy of Needs Theory suggests that once a lower-level need is satisfied, it can still drive an individual's behavior.	2	CO1
1 (ii)	Herzberg's Two-factor Theory classifies all job factors, such as salary and achievement, as motivators.	2	CO1
1 (iii)	Expectancy Theory by Guest (1997) states that employees are motivated solely by intrinsic rewards.	2	CO1
1 (iv)	Performance management contributes to an increase in motivation to perform and helps boost employee self-esteem.	2	CO1
1 (v)	Performance management clarifies organizational goals, leading to better alignment of individual and team efforts with the overall mission.	2	CO1
1 (vi)	Declarative knowledge, procedural knowledge, and motivation are all necessary for achieving higher levels of performance.	2	CO1
1 (vii)	Seeking performance feedback from multiple expert sources is recommended as part of deliberate practice to improve performance.	2	CO1
1 (viii)	The behavior approach to performance focuses primarily on the end results or outcomes of employees' work.	2	CO1
1 (ix)	The behavior approach to performance assessment considers both employees' behavior and personal traits.	2	CO1
1 (x)	In managing under-performers, it is essential to identify and agree on the problem before taking any corrective action.	2	CO1

SECTION B
4Qx5M= 20 Marks

	<i>Answer the following questions (approx. 50 words)</i>		
2. (A)	Describe Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory in terms of how they explain employee motivation.	5	CO2

2 (B)	Describe the steps a manager should take when an employee’s performance does not meet the required standard, starting from the informal discussion through to possible dismissal.	5	CO2
2 (C)	Discuss two potential negative effects of a poorly implemented performance management system on employee motivation and job satisfaction.	5	CO2
2 (D)	Explain how the behavior approach differs from the results approach in measuring employee performance.	5	CO2
SECTION-C 3Qx10M=30 Marks			
	<i>Answer the following questions</i>		
3.1	Illustrate the key steps involved in team performance management, from setting objectives to redefining plans based on review outcomes. How do these steps contribute to achieving team goals?	10	CO3
3.2	Discuss the effectiveness of the trait approach to performance measurement, considering that traits are often beyond an individual’s control.	10	CO3
3.3	State the limitations of performance appraisal systems that only involve annual evaluations without continuous feedback.	10	CO3
SECTION-D 2Qx15M= 30 Marks			
	<u><i>Study the following case and answer the questions that follow:</i></u>		
	<p>Background:</p> <p>ByteIQ is a growing software company that recently introduced a results-based performance management system to improve accountability and goal alignment among employees. The company identified key accountabilities for each role, established clear objectives, and set performance standards based on quality, quantity, and time.</p> <p>Scenario:</p> <p>Emma, a project manager at ByteIQ, was assigned the accountability of delivering software projects on schedule and within budget while maintaining high-quality standards. Emma’s objectives were to complete five software projects in the quarter, with an on-time delivery rate of 95%, and ensure each project met customer satisfaction scores above 4 out of 5. To measure Emma’s performance, her manager set clear standards: each project’s success would be assessed based on client feedback, project timelines, and budget adherence. Emma's objectives were communicated, agreed upon, and prioritized.</p> <p>Considering ByteIQ’s overall business strategy and the role of the HR department, answer the following:</p>		

Q 4.1	Identify Emma's manager support her achievement of these results-based objectives? Consider the resources, feedback, and regular check-ins that could be helpful.	15	CO4
Q 4.2-	If Emma consistently meets the project timelines but receives mixed client feedback, analyze her performance's evaluation according to the set standards? Suggest any adjustments to the objectives or standards, if required?	15	CO4