


Name:	 UPES <small>UNIVERSITY OF TOMORROW</small>
Enrolment No:	

UPES
End Semester Examination, December 2024

Course: Performance Management **Semester: III**
Program: MBA HRM **Time: 03 hrs.**
Course Code: HRES8014 **Max. Marks: 100**

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	Define Performance	[2]	CO1
Q2	Which step in the performance management cycle involves providing feedback to employees? a) Performance Planning b) Assessment c) Performance Review c) Renewal and recontacting d) Perquisites	[2]	CO1
Q3	What does the R stand for in MARS model of individual performance?	[2]	CO1
Q4	Identify the correct characteristic of SMART goals: a) Scalable b) Measurable c) Random d) Transformational	[2]	CO1
Q5	----- is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals. a). Strategic planning b) Performance management c) Reward system d) performance appraisal	[2]	CO1
Q6	Which one is not a behavioral approach of performance appraisal a) Critical incident b) BARS	[2]	CO1

	c) BOS d) Graphic rating scale		
Q7	State two limitations of 360-degree appraisal	[2]	CO1
Q8	Name two dimensions of performance	[2]	CO1
Q9	For effective performance both procedural and ----- knowledge is important.	[2]	CO1
Q10	Performance appraisal systems sometimes yield disappointing results for all of the following reasons except: a) lack of top-management support. b). rater bias. c). use of the appraisal program for conflicting purposes. d) use of appraisal systems in validating job analysis.	[2]	CO1
SECTION B 4Qx5M= 20 Marks			
Q11	Explain the purpose of a performance management system.	5	CO2
Q12	Discuss the importance of linking performance management with organizational strategy.	5	CO2
Q13	What is the role of HR in performance management?	5	CO2
Q14	Differentiate between "performance management" and "performance appraisal."	5	CO2
SECTION-C 3Qx10M=30 Marks			
Q 16	The leadership team of your company has identified that ambiguous and unaligned individual goals are a major contributor to low employee engagement. Design a structured goal-setting framework to address these challenges, ensuring it fosters employee involvement and aligns personal objectives with broader organizational priorities. How would you ensure this framework remains adaptable to dynamic business needs?	10	CO3
Q 17	A sales team in your organization is consistently failing to meet targets despite training programs and incentives. Analyze possible root causes for their underperformance and recommend a comprehensive performance improvement plan, focusing on both individual and team-level interventions. How would you evaluate the effectiveness of these strategies over time?	10	CO3
Q 18	Your organization plans to introduce a 360-degree feedback system to enhance employee development and foster a culture of openness. Develop an implementation roadmap, including key steps, stakeholders involved,	10	CO3

	and methods to address resistance from employees and managers. How would you ensure that the feedback is constructive and not misused?		
SECTION-D 2Qx15M= 30 Marks			
Q 19	<p>XYZ Ltd., a mid-sized manufacturing company with a workforce of 500 employees, has been facing increasing challenges related to high employee turnover and declining productivity over the past two years. Exit interviews reveal dissatisfaction with the lack of clear performance expectations, minimal opportunities for growth, and inadequate feedback mechanisms.</p> <p>The current performance management system at XYZ Ltd. is outdated, relying on an annual review process that focuses more on past failures than on development opportunities. Managers often lack training in providing constructive feedback, and employees feel disconnected from the company's strategic objectives.</p> <p>In response, the leadership team has decided to revamp the performance management system with a focus on:</p> <p>Continuous Feedback: Introducing a mechanism for ongoing performance discussions rather than relying solely on annual appraisals.</p> <p>Employee Development: Creating structured opportunities for skill enhancement and career progression.</p> <p>Goal Alignment: Ensuring individual goals are clearly linked to team and organizational objectives to improve engagement and accountability.</p> <p>Technology Integration: Exploring digital tools to streamline performance tracking, facilitate feedback, and enhance transparency.</p> <p>The management recognizes that the success of the new system depends on overcoming resistance to change, training managers effectively, and ensuring employees perceive the process as fair and growth oriented.</p> <p>Develop a step-by-step performance management process that XYZ Ltd. can implement to address its challenges, ensuring it incorporates continuous feedback, employee development, and goal alignment. Provide practical examples at each step. (15 Marks)</p> <p>Critically evaluate how integrating technology (e.g., performance management software, AI-driven analytics, and mobile apps) can enhance the effectiveness of the new system at XYZ Ltd. Highlight potential benefits and challenges, including data privacy concerns and change management issues. (15 Marks)</p>	30	CO3