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**PRESIDENCY UNIVERSITY**

**Bengaluru**

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| **Ph. D Course Work End Term Examinations – JAN-FEB 2025** |
| **Date:** 04 – 02- 2025 **Time:** 09:30 am – 12:30 pm |

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| **School:** SOM | **Program:** Ph. D | |
| **Course Code :** MGT815 | **Course Name :** Performance Management | |
| **Semester**: | **Max Marks**: 100 | **Weightage**: 50% |

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| **CO - Levels** | **CO1** | **CO2** | **CO3** | **CO4** | **CO5** |
| **Marks** | **20** | **20** | **10** | **30** | **20** |

**Instructions:**

1. *Read all questions carefully and answer accordingly.*
2. *Do not write anything on the question paper other than roll number.*

**Part A**

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| --- | --- | --- | --- | --- | --- |
| **Answer ALL the Questions. Each question carries 10 marks. 6Q x 10M=60Marks** | | | | | |
| **1** | Explain the process of review of performance with suitable example. | **10 Marks** | **L1** | **CO1** |
| **2** | State the difference between Potential Performance and Psychological Performance. | **10 Marks** | **L1** | **CO1** |
| **3** | In your opinion is performance management more successful in larger organizations than smaller ones. Justify your answers. | **10 Marks** | **L2** | **CO2** |
| **4** | How does Performance management linked with other functions of HRM? Explain. | **10 Marks** | **L2** | **CO2** |
| **5** | Describe the principle of Performance Management. What is the role of Organizational Development. | **10 Marks** | **L3** | **CO3** |
| **6** | What do you understand by automation in Performance Management? Discuss. | **10 Marks** | **L3** | **CO4** |

**Part B**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Answer the Questions. Each question carries 20 marks 2Q x 20 = 40 Marks** | | | | | |
| **7.** |  | Is performance counselling is the right tool to deal with employee dissatisfaction with pay and career decision taken by management? Discuss | **20 Marks** | **L5** | **CO4** |
|  | | | | | |
| **8.** |  | Ajay is an employee whose performance was more than satisfactory for over 2 years. His work assignments were completed on time & accurately done.  However for the last 3 months, Ajay’s work has been consistently late & incomplete. His work also has contained an increased number of mistakes. He does not seem to be concentrating on his work very well and often gives vague & incomplete answers when his manager needs information from him.  Ajay’s performance problems started about the time a new computer system was introduced in the company. His manager has provided regular feedback & counseling to Ajay on the problems with his assignments. During one of the counseling sessions Ajay mentioned problem using the new software. Ajay & his manager jointly agreed that he should take advantage of the 2 day training session offered.  After the training session the trainer informed the manager that Ajay barely participated in the training session & that he acted very nonchalant during the entire 2 days.  Ajay’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 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 2 weeks.  The manager is now seriously thinking of counseling Ajay in the next 3-4 weeks’ time  (a) Is Ajay’s performance an example of poor or marginal performance 5  (b) Does this situation meet the criteria for counselling? Why explain in 5  detail?  (c) Are 3 or 4 weeks an appropriate amount of time to wait if t he manager 5  decides to counsel Ajay?  (d) If you decide to counsel Ajay should you write a counseling memo? 5 | **20 Marks** | **L5** | **CO5** |

**\*\*\*\*\* BEST WISHES \*\*\*\*\***