



Roll No.

**PRESIDENCY UNIVERSITY  
BENGALURU**

**SCHOOL OF MANAGEMENT**

**MID TERM EXAMINATIONS**

Sem & AY: Odd Sem 2019-20

Course Code: HRM 201

Course Name: PERFORMANCE MANAGEMENT & APPRAISAL

Program & Sem: MBA & III

Date: 21.10.2019

Time: 9.30 AM to 11.00 AM

Max Marks: 40

Weightage: 20%

**Instructions:**

- (i) Answer all the questions
- (ii) Please be legible

**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries two marks. (3Qx2M=6M)**

1. Define Performance Management and explain the significance of Performance Prism Framework (C.O.NO.1) [Knowledge]
2. Enlist the principles of a performance management system and explain what performance indicators are? (C.O.NO.2) [Knowledge]
3. How is competency linked to a performance plan? Explain (C.O.NO.5) [Comprehension]

**Part B [Thought Provoking Questions]**

**Answer all the Questions. Each Question carries five marks. (4Qx5M=20M)**

4. Performance management system is a key to competitive advantage of an organization. Justify the statement with suitable examples. (C.O.NO.1) [Application]
5. Why do different organizations have different performance management systems, although the principles of performance management are the same everywhere? (C.O.NO.2) [Analysis]
6. Most HR heads find it judicious to evaluate competency of their employees at the appraisal stage rather than at the planning stage. Is it because they are reluctant to admit their defective talent management tools and practices? (C.O.NO.4) [Analysis]

7. Which method of appraisal is most suitable for appraising the following categories of employees. Justify what Key Performance Areas will be evaluated for each role

(C.O.NO.2) [Analysis]

- A) University Faculty
- B) Data Scientists
- C) Telecommuters
- D) Software Engineers
- E) Controller of Exams (COE)

### Part C [Problem Solving Questions]

Answer all the Questions. Each Question carries six marks.

(2Qx7M=14M)

Procter and Gamble (P & G), the world's largest consumer products company, follows a fairly unique strategy: P&G appeals to the heart and cares about human needs. In other words, P&G attempts to touch and improve the lives of its consumers all over the world. As an example, take the razor-blade innovation pioneered by Gillette's Himalaya team, which focuses on India but is a global group based in Boston USA. The team received information about how men in India shave: about half of them use barbershops and barbers usually break double-sided blades in two and use them repeatedly, which creates unsanitary conditions. With the strategic goal of improving the lives of its customers, the team created a razor-blade innovation that simplified the essential features of shaving done in barbershops. The products were a success in terms of improving both the human condition and profitability. As a second example, consider a situation in P&G Brazil where P&G feared a shutdown due to decreased business volume. Low-income consumers were the fastest growing segment of the population, but P&G's global premium products were too expensive for this market segment. Local P&G teams decided to live with families, scrutinized every P&G process in an attempt to reduce costs, and ended up creating innovative products line they dubbed "basico" (for "essential" in Portuguese). The team members felt that they were doing good for the world, not just making money for the corporation. Demand immediately outpaced supply when the first "basico" products were launched which included women's hygiene, diapers and green laundry detergent. The company quickly captured a market share through small neighborhood shops and premium products were lifted. The business in Brazil thus became a profitable global growth model, not just for emerging countries. As a consequence, "Tide Basic" was recently introduced in the United States. In sum, P&G's strategy inspires employees to add their hearts to their heads and aims at finding creative solutions when purpose-inspired opportunities and commercial considerations seem to collide.

#### Questions

8. Imagine you are an HR executive at P&G. Given the company's strategic orientation towards purpose and values, what would you do to help align a new performance management system with the strategic plan?
9. What would you say and do to garner company-wide support for your performance management system?



## SCHOOL OF MANAGEMENT

**Semester:** Odd Sem 2019-20

**Course Code:** HRM 201

**Course Name:** Performance Management & Appraisal

**Date:**

**Time:** 1 hour 30 minutes

**Max Marks:** 40

**Weightage:** 20 %

### Extract of question distribution [outcome wise & level wise]

Q.NO	C.O.NO (%age of CO)	Unit/Module Number/Unit /Module Title	Memory recall type	Thought provoking type	Problem Solving type [Marks allotted]	Total Marks
			[Marks allotted] Bloom's Levels	[Marks allotted] Bloom's Levels		
			K	C	A	
1	2	Module 1 - Introduction to Performance Management	2Marks			2
2	2	Module 1 - Introduction to Performance Management	2marks			2
3	5	Module 2 - PM as a system		2marks		2
4	1	Module 2 - PM as a system			5marks	5
5	2	Module 1 - Introduction to Performance Management			5marks	5
6	2	Module 2 - PM as a system			5marks	5



7	2	Module 2 - PM as a system			5marks	5
8.1	1,2	Module 1 and 2			7 marks	7
8.2	1,2	Module 1 and 2			7 marks	7
	Total Marks		4	2	34	40 marks

K =Knowledge Level C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

I hereby certify that all the questions are set as per the above guidelines. [Dr. Swapnil M Instructor ]

Reviewer's Comments:

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# Annexure- II: Format of Answer Scheme



## SCHOOL OF MANAGEMENT

### SOLUTION

Semester: Odd Sem 2019-20

Course Code: HRM 201

Course Name: Performance Management & Appraisal

Date:

Time: 1 hour 30 minutes

Max Marks: 40

Weightage: 20 %

#### Part A

(3Q x 2M = 6 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	Performance management is the logical process by which an organization involves the employees, as individuals & members of a group, in improving organizational effectiveness in the accomplishments of agency mission & goals. Prism includes Stakeholder satisfaction, Strategies, Processes, Capabilities	2 marks	1 min
2	Development of performance which emphasizes that unless there is continuous development of individuals & teams, performance will not be improved. Establishing culture, Sharing expectations, About interrelationships & about improving quality of relationships. Is also about planning- defining expectations expressed as objectives & business plans & also about measurement. It's a holistic one-in-all event pervading every aspect of a running organization.	2 marks	2 mins
3	Refers to what people need to be doing to perform a job well, involving the stripping of jobs into two basic elements of performance- <i>What has been done? &amp; what is standard?</i>	2 marks	2 mins





**Part B**

(4Q x 5 M = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
4	Analytical (Answers can vary)	5 marks	5 mins
5	Analytical (Answers can vary)	5 marks	5mins
6	Analytical (Answers can vary)	5 marks	5mins
7	Analytical (Answers can vary)	5 marks	5mins

**Part C**

(2Q x 7 M = 14 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8.1	Analytical (Answers can vary)	7 marks	7 mins
8.2	Analytical (Answers can vary)	7 marks	7 mins



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**MID TERM EXAMINATIONS**

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Course Code: HRM 201

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**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries two marks. (3Qx2M=6M)**

1. Define Performance Management and explain the significance of Performance Prism Framework (C.O.NO.1) [Knowledge]
2. Enlist the principles of a performance management system and explain what performance indicators are? (C.O.NO.2) [Knowledge]
3. How is competency linked to a performance plan? Explain (C.O.NO.5) [Comprehension]

**Part B [Thought Provoking Questions]**

**Answer all the Questions. Each Question carries five marks. (4Qx5M=20M)**

4. Performance management system is a key to competitive advantage of an organization. Justify the statement with suitable examples. (C.O.NO.1) [Application]
5. Why do different organizations have different performance management systems, although the principles of performance management are the same everywhere? (C.O.NO.2) [Analysis]
6. Most HR heads find it judicious to evaluate competency of their employees at the appraisal stage rather than at the planning stage. Is it because they are reluctant to admit their defective talent management tools and practices? (C.O.NO.4) [Analysis]

7. Which method of appraisal is most suitable for appraising the following categories of employees. Justify what Key Performance Areas will be evaluated for each role

(C.O.NO.2) [Analysis]

- A) University Faculty
- B) Data Scientists
- C) Telecommuters
- D) Software Engineers
- E) Controller of Exams (COE)

### Part C [Problem Solving Questions]

Answer all the Questions. Each Question carries six marks.

(2Qx7M=14M)

Procter and Gamble (P & G), the world's largest consumer products company, follows a fairly unique strategy: P&G appeals to the heart and cares about human needs. In other words, P&G attempts to touch and improve the lives of its consumers all over the world. As an example, take the razor-blade innovation pioneered by Gillette's Himalaya team, which focuses on India but is a global group based in Boston USA. The team received information about how men in India shave: about half of them use barbershops and barbers usually break double-sided blades in two and use them repeatedly, which creates unsanitary conditions. With the strategic goal of improving the lives of its customers, the team created a razor-blade innovation that simplified the essential features of shaving done in barbershops. The products were a success in terms of improving both the human condition and profitability. As a second example, consider a situation in P&G Brazil where P&G feared a shutdown due to decreased business volume. Low-income consumers were the fastest growing segment of the population, but P&G's global premium products were too expensive for this market segment. Local P&G teams decided to live with families, scrutinized every P&G process in an attempt to reduce costs, and ended up creating innovative products line they dubbed "basico" (for "essential" in Portuguese). The team members felt that they were doing good for the world, not just making money for the corporation. Demand immediately outpaced supply when the first "basico" products were launched which included women's hygiene, diapers and green laundry detergent. The company quickly captured a market share through small neighborhood shops and premium products were lifted. The business in Brazil thus became a profitable global growth model, not just for emerging countries. As a consequence, "Tide Basic" was recently introduced in the United States. In sum, P&G's strategy inspires employees to add their hearts to their heads and aims at finding creative solutions when purpose-inspired opportunities and commercial considerations seem to collide.

#### Questions

8. Imagine you are an HR executive at P&G. Given the company's strategic orientation towards purpose and values, what would you do to help align a new performance management system with the strategic plan?
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## SCHOOL OF MANAGEMENT

**Semester:** Odd Sem 2019-20

**Course Code:** HRM 201

**Course Name:** Performance Management & Appraisal

**Date:**

**Time:** 1 hour 30 minutes

**Max Marks:** 40

**Weightage:** 20 %

### Extract of question distribution [outcome wise & level wise]

Q.NO	C.O.NO (%age of CO)	Unit/Module Number/Unit /Module Title	Memory recall type	Thought provoking type	Problem Solving type [Marks allotted]	Total Marks
			[Marks allotted] Bloom's Levels	[Marks allotted] Bloom's Levels		
			K	C	A	
1	2	Module 1 - Introduction to Performance Management	2Marks			2
2	2	Module 1 - Introduction to Performance Management	2marks			2
3	5	Module 2 - PM as a system		2marks		2
4	1	Module 2 - PM as a system			5marks	5
5	2	Module 1 - Introduction to Performance Management			5marks	5
6	2	Module 2 - PM as a system			5marks	5



7	2	Module 2 - PM as a system			5marks	5
8.1	1,2	Module 1 and 2			7 marks	7
8.2	1,2	Module 1 and 2			7 marks	7
	Total Marks		4	2	34	40 marks

K =Knowledge Level C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

I hereby certify that all the questions are set as per the above guidelines. [Dr. Swapnil M Instructor ]

Reviewer's Comments:

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# Annexure- II: Format of Answer Scheme



## SCHOOL OF MANAGEMENT

### SOLUTION

Semester: Odd Sem 2019-20

Course Code: HRM 201

Course Name: Performance Management & Appraisal

Date:

Time: 1 hour 30 minutes

Max Marks: 40

Weightage: 20 %

#### Part A

(3Q x 2M = 6 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	Performance management is the logical process by which an organization involves the employees, as individuals & members of a group, in improving organizational effectiveness in the accomplishments of agency mission & goals. Prism includes Stakeholder satisfaction, Strategies, Processes, Capabilities	2 marks	1 min
2	Development of performance which emphasizes that unless there is continuous development of individuals & teams, performance will not be improved. Establishing culture, Sharing expectations, About interrelationships & about improving quality of relationships. Is also about planning- defining expectations expressed as objectives & business plans & also about measurement. It's a holistic one-in-all event pervading every aspect of a running organization.	2 marks	2 mins
3	Refers to what people need to be doing to perform a job well, involving the stripping of jobs into two basic elements of performance- <i>What has been done? &amp; what is standard?</i>	2 marks	2 mins



**Part B**

(4Q x 5 M = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
4	Analytical (Answers can vary)	5 marks	5 mins
5	Analytical (Answers can vary)	5 marks	5mins
6	Analytical (Answers can vary)	5 marks	5mins
7	Analytical (Answers can vary)	5 marks	5mins

**Part C**

(2Q x 7 M = 14 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8.1	Analytical (Answers can vary)	7 marks	7 mins
8.2	Analytical (Answers can vary)	7 marks	7 mins



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**PRESIDENCY UNIVERSITY  
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**SCHOOL OF MANAGEMENT**

**END TERM FINAL EXAMINATION**

**Semester:** Odd Semester: 2019 - 20

**Course Code:** HRM 201

**Course Name:** PERFORMANCE MANAGEMENT

**Program & Sem:** MBA & III

**Date:** 31 December 2019

**Time:** 1.00 PM to 4.00 PM

**Max Marks:** 80

**Weightage:** 40%

**Instructions:**

(i) Read the all questions carefully and answer accordingly.

**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries 6 marks.**

**(5Qx6M=30M)**

1. What are some of the differences between Performance Appraisal and Performance Management? (C.O.No.4) [Knowledge]
2. Explain the different measurement scales systems used in performance management (C.O.No.2)[Comprehension]
3. How is Performance Appraisal related to other functions of Human Resource Management? (C.O.No.1) [Knowledge]
4. What are the different sources of Performance appraisal? (C.O.No.3) [Knowledge]
5. Explain the factors that influence Performance? What is Performance Diagnosis? (C.O.No.5)[Comprehension]

**Part B [Thought Provoking Questions]**

**Answer both the Questions. Each Question carries 10 marks.**

**(2Qx10M=20M)**

6. Is Performance Counselling the right tool to deal effectively with employee dissatisfaction with pay and career decisions taken by the management? (C.O.No.4) [Application]
7. Explain the implications of performance management systems on the reward system of an organization. What are the complexities associated with team-based compensation? (C.O.No.5) [Application]

### Part C [Problem Solving Questions]

Answer both the Questions. Each Question carries 10 marks.

(3Qx10M=30M)

Michael, a diploma holder in mechanical engineering, has been working in a bicycle manufacturing company for the last five years. Two of his classmates have also been working in the same industry elsewhere. All the three are in regular touch with one another and they appear to be satisfied as far as their salary/pay is concerned. All the three are placed in the same grade and are drawing almost equal salary and perks. One day, both the friends of Michael came to his company, on a courtesy call and after taking a round of the company, all three went to have tea in the company's canteen where every item was available at a concessional rate. All the three were in a happy mood and enjoyed their tea and snacks. In the meantime, they noticed that two people were talking to each other while taking tea in the same canteen, and sitting next to their table. These three friends overheard the two sitting next to their table, who were speaking very proudly about their company, located in the same industrial area, producing gears needed in the automotive industry. The three got curious to know more about them and their company. Hence after taking the tea, they got up and moved towards the two who showed a favorable gesture.

The three greeted them and after shaking their hands started talking about their factory. During the course of their chatting, the three friends came to know coincidentally, that the other two were also working as mechanics and that each one of them was getting almost 30% more salary than what each of the three friends were getting, along with a fairly good amount of perks.

The three friends got upset when they came to know about the higher salary the other two mechanics were getting in the gear manufacturing company located in the same area. They started thinking about looking for a job elsewhere.

#### Questions

8. Do you think the main reason of the three friends thinking of leaving the current job was the disturbance in their perception of external equity? Yes or no, Why? Explain in brief.  
(C.O.No.5) [Analysis]
9. What was the main shortcoming in the Job evaluation and fixation of wages in the bicycle manufacturing company?  
(C.O.No.2) [Analysis]
10. If you were the Vice - President HR, in the bicycle manufacturing company, what steps would you take to overcome such problems in the near future?  
(C.O.No.4) [Analysis]



## SCHOOL OF MANAGEMENT

### END TERM FINAL EXAMINATION

#### Extract of question distribution [outcome wise & level wise]

Q.NO	C.O.NO (% age of CO)	Unit/Module Number/Unit /Module Title	Memory recall type	Thought provoking type	Problem Solving type	Total Marks
			[Marks allotted] Bloom's Levels	[Marks allotted] Bloom's Levels	[Marks allotted] A	
			K	C	A	
1	4	Module 1	6			6
2	2	Module 2		6		6
3	1	Module 3	6			6
4	2	Module 1	6			6
5	2	Module 3		6		6
6	4	Module 4			10	10
7	5	Module 4			10	10
8	5	Module 4			10	10
9	2	Module 1			10	10
10	4	Module 3			10	10
		<b>Total Marks</b>	<b>18</b>	<b>12</b>	<b>50</b>	<b>80</b>

K = Knowledge Level C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

I hereby certify that all the questions are set as per the above guidelines.

Faculty Signature:

Reviewer Comment:

### Format of Answer Scheme



## SCHOOL OF MANAGEMENT

### SOLUTION

Semester: Odd Sem. 2019-20

Course Code: HRM 201

Course Name: Performance Management

Program & Sem: MBA SEM III

Date: xx.12.2019

Time: 3 HRS

Max Marks: 80

Weightage: 40%

#### Part A

(5Q x 6M = 30Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	<b>Performance Appraisal</b> implies a rational assessment of the performance of an individual, based on pre-determined standards. On the other hand, <b>performance management</b> alludes to the management of performance of the manpower working in an organization. While Performance Appraisal is a yearly system while if we talk about Performance Management, it is a continuous process that does not occur eventually.	6	3 mins
2	<ul style="list-style-type: none"><li>• Numerical representation</li><li>• Percentage points</li><li>✓ <i>Nominal scales</i></li><li>✓ <i>Ordinal scales</i></li><li>✓ <i>Interval scales</i></li><li>✓ <i>Ratio scales.</i></li></ul>	6	3 mins
3	Managing employee performance deals with an organization's strategy, policy and practices with respect to establishing performance expectations for its employees, along with measuring and monitoring the results. A comprehensive performance management system can play a strategic role in attracting and retaining key employees. It can also help significantly improve a company's overall business performance	6	5 mins



4	Combination of group and Individual appraisals, self-appraisals, Appraisal by superior, Peer review (360), Benchmarking, Upward Appraisal	6	4 mins
5	Goal Clarity. Repertoire. Knowledge of Structures. Feedback. Mental Models. Motivation. Environment.  PF - Motivation + Ability + Organizational Support	6	5 mins

**Part B**

(2Q x 10M = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
6	Application based - Answers may vary	10 marks	10 mins
7	Application based - Answers may vary	10 marks	8 mins

**Part C**

(3Q x 10M = 30Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8	Analytical - Answers may vary	10 marks	6 mins
9	Analytical - Answers may vary	10 marks	8 mins
10	Analytical - Answers may vary	10 marks	7 mins



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**SCHOOL OF MANAGEMENT**

**END TERM FINAL EXAMINATION**

**Semester:** Odd Semester: 2019 - 20

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**Program & Sem:** MBA & III

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**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries 6 marks.**

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1. What are some of the differences between Performance Appraisal and Performance Management? (C.O.No.4) [Knowledge]
2. Explain the different measurement scales systems used in performance management (C.O.No.2)[Comprehension]
3. How is Performance Appraisal related to other functions of Human Resource Management? (C.O.No.1) [Knowledge]
4. What are the different sources of Performance appraisal? (C.O.No.3) [Knowledge]
5. Explain the factors that influence Performance? What is Performance Diagnosis? (C.O.No.5)[Comprehension]

**Part B [Thought Provoking Questions]**

**Answer both the Questions. Each Question carries 10 marks.**

**(2Qx10M=20M)**

6. Is Performance Counselling the right tool to deal effectively with employee dissatisfaction with pay and career decisions taken by the management? (C.O.No.4) [Application]
7. Explain the implications of performance management systems on the reward system of an organization. What are the complexities associated with team-based compensation? (C.O.No.5) [Application]

### Part C [Problem Solving Questions]

**Answer both the Questions. Each Question carries 10 marks.**

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Michael, a diploma holder in mechanical engineering, has been working in a bicycle manufacturing company for the last five years. Two of his classmates have also been working in the same industry elsewhere. All the three are in regular touch with one another and they appear to be satisfied as far as their salary/pay is concerned. All the three are placed in the same grade and are drawing almost equal salary and perks. One day, both the friends of Michael came to his company, on a courtesy call and after taking a round of the company, all three went to have tea in the company's canteen where every item was available at a concessional rate. All the three were in a happy mood and enjoyed their tea and snacks. In the meantime, they noticed that two people were talking to each other while taking tea in the same canteen, and sitting next to their table. These three friends overheard the two sitting next to their table, who were speaking very proudly about their company, located in the same industrial area, producing gears needed in the automotive industry. The three got curious to know more about them and their company. Hence after taking the tea, they got up and moved towards the two who showed a favorable gesture.

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## SCHOOL OF MANAGEMENT

### END TERM FINAL EXAMINATION

#### Extract of question distribution [outcome wise & level wise]

Q.NO	C.O.NO (% age of CO)	Unit/Module Number/Unit /Module Title	Memory recall type	Thought provoking type	Problem Solving type	Total Marks
			[Marks allotted] Bloom's Levels	[Marks allotted] Bloom's Levels	[Marks allotted]	
			K	C	A	
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2	2	Module 2		6		6
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6	4	Module 4			10	10
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Total Marks			18	12	50	80

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2	<ul style="list-style-type: none"><li>• Numerical representation</li><li>• Percentage points</li><li>✓ <i>Nominal scales</i></li><li>✓ <i>Ordinal scales</i></li><li>✓ <i>Interval scales</i></li><li>✓ <i>Ratio scales.</i></li></ul>	6	3 mins
3	Managing employee performance deals with an organization's strategy, policy and practices with respect to establishing performance expectations for its employees, along with measuring and monitoring the results. A comprehensive performance management system can play a strategic role in attracting and retaining key employees. It can also help significantly improve a company's overall business performance	6	5 mins

4	Combination of group and Individual appraisals, self-appraisals, Appraisal by superior, Peer review (360), Benchmarking, Upward Appraisal	6	4 mins
5	Goal Clarity. Repertoire. Knowledge of Structures. Feedback. Mental Models. Motivation. Environment.  PF - Motivation + Ability + Organizational Support	6	5 mins

**Part B**

(2Q x 10M = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
6	Application based - Answers may vary	10 marks	10 mins
7	Application based - Answers may vary	10 marks	8 mins

**Part C**

(3Q x 10M = 30Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8	Analytical - Answers may vary	10 marks	6 mins
9	Analytical - Answers may vary	10 marks	8 mins
10	Analytical - Answers may vary	10 marks	7 mins







**PRESIDENCY UNIVERSITY  
BENGALURU**

**SCHOOL OF MANAGEMENT**

**END TERM FINAL EXAMINATION**

**Semester:** Odd Semester: 2019 - 20

**Course Code:** HRM 201

**Course Name:** PERFORMANCE MANAGEMENT

**Program & Sem:** MBA & III

**Date:** 31 December 2019

**Time:** 1.00 PM to 4.00 PM

**Max Marks:** 80

**Weightage:** 40%

**Instructions:**

(i) Read the all questions carefully and answer accordingly.

**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries 6 marks.**

**(5Qx6M=30M)**

1. What are some of the differences between Performance Appraisal and Performance Management? (C.O.No.4) [Knowledge]
2. Explain the different measurement scales systems used in performance management (C.O.No.2)[Comprehension]
3. How is Performance Appraisal related to other functions of Human Resource Management? (C.O.No.1) [Knowledge]
4. What are the different sources of Performance appraisal? (C.O.No.3) [Knowledge]
5. Explain the factors that influence Performance? What is Performance Diagnosis? (C.O.No.5)[Comprehension]

**Part B [Thought Provoking Questions]**

**Answer both the Questions. Each Question carries 10 marks.**

**(2Qx10M=20M)**

6. Is Performance Counselling the right tool to deal effectively with employee dissatisfaction with pay and career decisions taken by the management? (C.O.No.4) [Application]
7. Explain the implications of performance management systems on the reward system of an organization. What are the complexities associated with team-based compensation? (C.O.No.5) [Application]



## SCHOOL OF MANAGEMENT

### END TERM FINAL EXAMINATION

#### Extract of question distribution [outcome wise & level wise]

Q.NO	C.O.NO (% age of CO)	Unit/Module Number/Unit /Module Title	Memory recall type	Thought provoking type	Problem Solving type [Marks allotted]	Total Marks
			[Marks allotted] Bloom's Levels	[Marks allotted] Bloom's Levels		
			K	C	A	
1	4	Module 1	6			6
2	2	Module 2		6		6
3	1	Module 3	6			6
4	2	Module 1	6			6
5	2	Module 3		6		6
6	4	Module 4			10	10
7	5	Module 4			10	10
8	5	Module 4			10	10
9	2	Module 1			10	10
10	4	Module 3			10	10
Total Marks			18	12	50	80

K = Knowledge Level C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

I hereby certify that all the questions are set as per the above guidelines.

4	Combination of group and Individual appraisals, self-appraisals, Appraisal by superior, Peer review (360), Benchmarking, Upward Appraisal	6	4 mins
5	Goal Clarity. Repertoire. Knowledge of Structures. Feedback. Mental Models. Motivation. Environment.  PF - Motivation + Ability + Organizational Support	6	5 mins

**Part B**

(2Q x 10M = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
6	Application based - Answers may vary	10 marks	10 mins
7	Application based - Answers may vary	10 marks	8 mins

**Part C**

(3Q x 10M = 30Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8	Analytical - Answers may vary	10 marks	6 mins
9	Analytical - Answers may vary	10 marks	8 mins
10	Analytical - Answers may vary	10 marks	7 mins