



**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

TEST-1

Sem & AY: Even Sem 2021-22

Course Code: BHR109

Course Name: Performance Management

Program & Sem: BBA VI SEM

Date: 26/04/2022

Time: 60 minutes

Max Marks: 30

Weightage: 15%

Instructions:

- (i) Read the question properly and answer accordingly.
(ii) Complete the test within the time given.
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Part A [Memory Recall Questions]

Answer all the 10 Questions. Each Question carries 1 mark. (10Qx1M=10)

1. Performance management is an ongoing process. Describe two reasons to substantiate the statement. (CO1, Knowledge)
2. Performance Management focuses on (CO1, Knowledge)
a) Skill development b) Productivity c) Training d) All the above
3. Performance management is a systematic process. Describe the statement with two examples. (CO1, Knowledge)
4. Performance management is multidimensional. Describe the statement with an example. (CO1, Knowledge)
5. How can performance management be related with training and development? Describe with an example. (CO1, Knowledge)
6. Performance Appraisal can be conducted. (CO2, Knowledge)
a) Quarterly b) Half yearly c) Yearly d) All the above
7. Performance Appraisal is conducted with the objective of (CO2, Knowledge)
a) Giving feedback b) Improving Employee performance c) Understand training needs d) all the above
8. What do you mean by confidential report of performance appraisal. Describe one drawback of this appraisal method. (CO1, Knowledge)
9. CIT in performance appraisal stands for (CO2, Knowledge)
a) Critical incident technique

- b) Critical indication technique
- c) Critical incubation technique
- d) All the above

10. Spill over effect is a (CO1, Knowledge)

- a) Appraisal error
- b) Rating technique
- c) Performance Appraisal technique
- d) None of the above

Part B [Thought Provoking Questions]

Answer both the Questions. Each Question carries 5 marks. (2Qx5M=10)

11. ABC corporation is an IT company based in Bangalore, company wants to rework on its performance appraisal process as employees and employers those who were a part of appraisal have expressed their dissatisfaction towards the existing practice. Explain the steps to be followed for an effective performance appraisal method with an example. (CO2, Comprehension)

12. XYZ company has been practising 360-degree performance appraisal for all the employees working in their company. HR and Finance department employees do not get to interact with external stake holders and hence 360-degree appraisal may not be suitable for their performance assessment. Discuss other types of 360-degree appraisal technique that may be suitable for the employees of HR and Finance department. (CO2, Comprehension)

Part C [Problem Solving Questions]

Compulsory Question. The Question carries 10 marks (1Qx10M=10)

13. K Kart is an E commerce company that has been practising performance management system from last five years, they have implemented an advanced performance management software based on suggestions from industry experts, they are trying to understand on how performance management system data can be utilized in improving other sub systems of Human resource management. Illustrate the application of performance management system data in sub system of HR and how it can help the company to ensure effective functioning of HR department.

(CO1, Application)

6. Mentoring is very useful when the mentors works for _____
 a. same department b. different department c. informal training. (C.O.No.2: Knowledge)
7. When an employee's performance is so poor that a written warning is required, the warning should identify _____
 a. the standards by which the employee is judged b. provide examples of employees who met the standards
 c. be mailed to the employee and to an EEOC representative d. provide examples of times when the employee met the standards
 (C.O.No.2: Knowledge)

8. A mentor who knows about a subordinate's _____ can help that person reach his or her career goals.

- a. Skills b Talent c. Talent and Skills
 (C.O.No.2: Knowledge)

9. Counselling is a _____ process. a Dynamic b. Persistent
 c. Diversified

(C.O.No.2: Knowledge) 10. The focus of performance counselling is the employee's performance on the task assigned to him.

- a. True. b. False
 (C.O.No.2: Knowledge)

Part B [Thought Provoking Questions]

**Answer both the Questions. Each question carries FIVE marks.
 (2Qx5M=10M)**

11. Right from inception, NTPC has laid a lot of emphasis on managing and developing talent through an integrated human resource development and management system. This philosophy of integrated human resource development is reflected in the HR strategy of NTPC which focuses on building competence, commitment, culture and systems. Further, the same spirit is also expressed in the HR vision of NTPC which is to enable our people to be a family of world-class professionals making NTPC a learning organization. The process of attracting and developing talent is a way of life at NTPC Executives in NTPC is mostly inducted through the Executive Trainee Scheme and the same talents are nurtured, developed and grown to future leadership roles through comprehensive and innovative induction, orientation and other HRD practices.

“Mentoring is a dynamic and reciprocal relationship in a work environment between a manager (mentor) and an employee (protege) aimed at promoting the career development of both. In NTPC ” Discuss (5 Marks) .
 (C.O.No.1:Comprehension)

12. In Xerox Ltd. Counselling is given by Samuel who is senior to the other person-in competence, or in knowledge, or in psychological expertise, or in the hierarchical position in the organization. He has adopted three process involved in counselling-communication, influencing, and helping. Samuel essentially communicates with his counselee and his Communication were involving both receiving messages (listening), giving messages (responding), and giving feedback. Samuel who provides counselling does all the three things. Counselling also involves influencing the counselee in several ways. The manager cannot escape the fact that he is influencing his employee in such a way that the latter is able to move in some direction. However, this influence is of a special type, enabling the other person to exercise more autonomy, providing positive reinforcement so that desirable behavior is further strengthened, and creating conditions in which the person is able to learn from the behavior of the counselor through the process of identification.

“Samuel’s Performance counselling is the heart of performance management system.” Do you agree?

(C.O.No.1: Comprehension)

Part C [Problem Solving Questions]

Answer the Question. The question carries TEN marks.

3030 (10Qx1M=10M)

13. Performance Counselling in Hanford Pharmaceuticals Hanford Pharmaceuticals intends to give employees reasonable opportunity to improve their performance as soon as they have been notified that their performance is falling below a satisfactory level. When performance is below a satisfactory level, communication will be through the performance counselling process. Performance counselling is designed to identify performance problems and to recommend action plans for development and correction. Performance counselling offers the employee a fair, objective, and consistent program for development while offering the supervisor an unbiased and expeditious method for communicating expectations and performance standards. Performance counselling is used for performance-related situations that affect productivity, quality, interpersonal relations, and efficiency. The focus of performance counselling is to promote employee success by identifying deficiencies and agreeing on method(s) for improving employee performance to a satisfactory level. Since the performance counselling is intended to be action oriented, every session will include scheduled review dates to monitor the employee’s progress toward success.

(C.O.No. 1:

Application)

- A. Performance Counselling is indispensable for performance improvement. Discuss.
- B. Throw lights on various objectives of performance counselling.



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END TERM EXAMINATION

Sem & AY: Even Sem 2021-22

Course Code: BHR109

Course Name: Performance Management

Program & Sem: BBA VI SEM

Date: 30th June 2022

Time: 01.00 PM to 04.00 PM

Max Marks: 100

Weightage: 50 %

Instructions:

- i. *Read the all questions carefully and answer accordingly.*
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Part A [Memory Recall Questions]

Answer all the Questions. Each question carries THREE marks. (10Qx 3M= 30M)

1. The performance appraisal method that channelises employee efforts with organizational goals is

- a). bars b) 360 degree appraisal c) balanced scorecard d) management by objectives

(C.O.No.1) [KNOWLEDGE]

2 Which component of performance management refers to communicating a firm's higher level goals throughout the organization and then translating them into departmental and individual goals?

- a) role clarification b) goal alignment c) performance monitoring d) direction sharing.

(C.O.No.1) [KNOWLEDGE]

3. Mentoring is very useful when the mentors work for

- (a) same department (b) different department (c) informal training (d) formal training.

(C.O.No.1) [KNOWLEDGE]

4. Competency Mapping includes mapping the employee with respect to his/her:

- (a) Traits (b) Self-Concept (c) Skills and Knowledge. (d) All the above.

(C.O.No.1) [KNOWLEDGE]

5. The informal performance appraisal process includes:

- a. Coaching b. Mentoring. c. Preceptoring. d. Teaching.

(C.O.No.1) [KNOWLEDGE]

6. _____ is a process with the help of which the employer, or the human resource team decides, that where would a person work best, as per his aptitude and temperament.

- a. Training b Performance Appraisal c. Competency Mapping d. Performance Monitoring.

(C.O.No.1)[KNOWLEDGE]

7. In career development focus, information about individual interests and preferences is part of

- a. training and development b. performance appraisal
c. recruiting and placement d. human resource planning.

(C.O.No.1) [KNOWLEDGE]

8 The process of evaluating an employee's current and/or past performance relative to his or her performance standards is called _____.

- a. recruitment b. employee selection
c. performance appraisal d. organizational development.

(C.O.No.1) [KNOWLEDGE]

9. Performance management should be seen as a process which is a:

- a. Once a year task b. Twice a year task
c. Ongoing process or cycle d. Is engaged in when the appraisals are carried out.

(C.O.No.1) [KNOWLEDGE]

10. The mentoring by employees dealt with

- a. longer span of time b. shorter span of time
c resetting salary schedules d. self-managing teams.

(C.O.No.1) [KNOWLEDGE]

Part B [Thought Provoking Questions]

Answer all the Questions. Each question carries EIGHT marks.

(5Qx8M=40M)

11."A link between people and competencies is established through an effective system of measuring the proficiency of an individual on the desired competencies for the role ". Discuss.

(C.O.No.1) [COMPREHENSION]

12. "Performance management should be a continuous process". In light of this statement, discuss the features of a good performance management system.

(C.O.No.1) [COMPREHENSION]

13. Performance appraisal does not serve the purpose of developing employees unless an effective system of performance counselling is introduced and practiced in the organization. Give the key reasons in support of the given statement. **(C.O.No.1)**

[COMPREHENSION]

14. "Mentoring is a dynamic and reciprocal relationship in a work environment between a manager (mentor) and an employee (protege) aimed at promoting the career development of both." Discuss. **(C.O.No.1)**

[COMPREHENSION]

15. Development does not occur just because there is counselling but counselling could be an effective instrument in helping people integrate with their organization and

have a sense of involvement and satisfaction. Discuss the necessary conditions for effective counselling.

(C.O.No.1)

[COMPREHENSION]

Part C [Problem Solving Questions]

Answer all the Questions. Each question carries FIFTEEN marks. (2Qx15M=30M)

16. Performance Management in Jindal Steel and power Ltd Company (a flagship company of India involved in manufacturing of cost-effective steel can be appreciated for their initiatives in the implementation of an effective performance management framework and innovative HR practices. Jindal initiated a management restructuring programme for transforming into a high performing and a growing organization. In the HR front, the management focused on providing exciting career opportunities and building a team of high performing professionals for which they hired Mckinsey and Co. The consultants firstly started with building a lean and a flat strategic business unit with enriched jobs, increased accountabilities and autonomy. A Performance Ethic Programme (PEP) was also introduced for promoting young and dynamic professionals and this was a replacement of seniority-based promotions. A new Performance Management System (PMS) was introduced for aligning the KRA's with the business strategies and identifying superior performers in the organization by defining clear career paths and accountabilities. The rewards and recognitions were linked with the PMS. The new measures in the direction of performance management boosted the employee's motivation and performance. The job satisfaction also improved due to the introduction of a fair and transparent reward system.

a. Performance management is an important organizational tool- Justify.

[5M](C.O.No.1) [APPLICATION]

b. "Performance management is a key to success." Do you agree?

[10M](C.O.No.1)[APPLICATION]

17. When building a performance plan, Ira in Cosmopic has obtained information in the following areas from the job description of his employees and Ira also looked into the Cosmopic's needs to clarify which duties have priority and the standard they must be performed to. An effective performance plan should outline results expected, performance measures, standards to be achieved and target dates for measurement. Four areas he has identified for Cosmopic -Job responsibility – What has to be done? 2. Performance measure – How will this be checked or measured? 3. Performance standard – How well must it be done? 4. Target date – When will it be checked.

(a) Briefly explain the process of performance planning in Cosmopic.

[5M]

(C.O.No.1)

[APPLICATION]

(b) Explain how can a mentor help in improving the performance of employees in different organizational culture? **[5M] (C.O.No.1)**

[APPLICATION]

(c) Each variant of the mentor role requires different skills. Is there any common skill which helps in mentoring? **[5M] (C.O.No.1)**

[APPLICATION]