

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2019**

**Course:** Performance Management (HRES 2003)

**Semester:** IV

**Time:** 03 hrs.

**No of Pages-**3

**Programme:** BBA (HR)

**Max. Marks:** 100

**Instructions:** Section 'A' is for 20 marks. In section 'A', attempt all statements in question 1 as instructed, each statement carries 2 mark. Section 'B' is for 20 marks. In section 'B', attempt four questions each question carries 5 marks. Section 'C' is for 30 marks. In section 'C', attempt three questions each question carries 10 marks. Section 'D' is for 30 marks. In section 'D', attempt all questions each question carries 15 marks.

**SECTION A**

S. No.		Marks	CO
Q 1	<b>Attempt all questions. Each carries 2 mark.</b>	<b>20</b>	<b>CO1</b>
	<p>1. According to William Deming, Performance management is a natural process of management consisting of following basic activities of Management cycle:</p> <ul style="list-style-type: none"> <li>a) Plan – Act –Monitor –Review.</li> <li>b) Plan- Act- Review- Rework.</li> <li>c) Plan- Agreement- Monitor- Review.</li> <li>d) Plan-Agreement-Review-Reward.</li> </ul> <p>2. Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards?</p> <ul style="list-style-type: none"> <li>a) Recruitment</li> <li>b) Employee selection</li> <li>c) Performance appraisal</li> <li>d) Employee orientation Performance</li> </ul> <p>3. Responsibilities of a manager in Performance Management Process are:</p> <ul style="list-style-type: none"> <li>a) Individual needs</li> <li>b) Performance feedback</li> <li>c) Strengths and Development needs</li> <li>d) All the above.</li> </ul> <p>4. In .....method, a list of statements is prepared giving a particular weight or scale value. Thus, the rating of particular value is obtained by adding up the weight of the various statements given to them.</p> <p>5. .... coaches tend not to be very assertive and to speak deliberately and pause often, seldom interrupt others, make many conditional statements and want everyone to be happy.</p>		

6. When Assertiveness is map with the Task & Fact orientation and People Orientation, the four coaching styles are derived. These are- Driver, Analyser, Performer and Amiable.  
T/F

7. Write the Correct sequence of steps in managing the under performers.

- a) i-ii-iii-iv -v
- b) i-ii-iv-iii -v
- c) ii-i-iii-iv -v
- d) ii-iii-i-iv -v

- i. Identify the problem.
- ii. Establish the reasons for the shortfall.
- iii. Decide and agree on the action required.
- iv. Resource the action.
- v. Monitor and provide feedback.

8. A good Performance Appraisal System should have the following:

- a) Defined performance standards.
- b) Use of any rating tool.
- c) Anyone can do rating.
- d) Should be based on Job evaluation.

9. Ethics of Performance Appraisals are of following types:

- a) Ethics of Procedures and Content.
- b) Ethics of Documentation of Results.
- c) Ethics of Rater.
- d) All the above.

10. Match the following :

- |   |                         |
|---|-------------------------|
| a) In this effect, the rater makes a comparison among the employees of the organization instead of reviewing individual performance. This reduces the morale of the employees.                                  | i) Identity Bias        |
| b) In this type, the rater inflates or deflates the ratings of an employee based on factors, which are beyond employee's control to the employee.   | ii) Dispositional Bias. |
| c) In this case, the rater seeks opinions from supervisors of the employees instead of personally reviewing the employee's performance.   | iii) Situational Bias.  |
| d) In this case, the rater discriminates employees on grounds of gender, age, religion, caste, creed, social status, educational background, etc. The performance of employees is not taken into consideration. | iv) Comparative Bias    |

**SECTION B**

Q 2.	Define Performance Appraisal. Name two performance appraisal methods.	5	CO2
Q 3.	Enlist the steps in Performance Appraisal System.	5	CO2
Q 4.	Enlist the seven basic steps to improve Individual Performance.	5	CO2
Q 5.	Enlist the five basic steps to manage the Low Performer.	5	CO2
Q 6.	Enlist the Performance Management Roles.	5	CO2
<b>SECTION-C</b>			
Q 7.	<ol style="list-style-type: none"> <li>1. What does M.B.O stands for? (1Mark)</li> <li>2. Define M.B.O (2Marks)</li> <li>3. Enlist Steps in M.B.O process. (3 Marks)</li> <li>4. Write three advantages and three disadvantages usually managers face in application of M.B.O. (4 Marks)</li> </ol>	10	CO3
Q 8.	<ol style="list-style-type: none"> <li>1. What are the components of a Performance Review Meeting? (4 Marks)</li> <li>2. What are the possible defensive behaviours of the employees in a performance review meeting? (3+3=6 Marks)</li> </ol>	10	CO3
Q 9.	Write a brief note on any one of the following highlighting their application : (1) Assessment Centre (2) 360 degree feedback (3) Confidential Report	10	CO3
Q 10.	<p>You are part of performance appraisal team of a company Kumar and Kumar Sons Pvt Ltd established in 1957. For last 05 years, the iteration rate in the company has increased many fold. The exit survey's are full of appraisal biases and performance appraisal is found to be one of the common reason of employee exit. Understanding the criticality of the problem the Board of Directors decided that company need Performance Management System, which will take care of performance appraisal. The internal vacancy was created and Mr. Roop Kumar (R.K) was selected. R.K has a background of 10 years of service at Kumar and Kumar Sons Pvt Ltd. in the Liaison Department. R.K as team lead with his team conducted the stakeholder and employee meetings. Based on the data collected from the stakeholder meetings R.K has assigned you to design dummy form as follows:</p> <p>Design a "Performance and Development: Agreement and Review Summary" form.</p> <p>Or/</p> <p>Design a "Performance and Development Plan" form following the grading method.</p>	10	CO3
<b>SECTION D</b>			
	<p>Roop Kumar (R.K) heading the Performance Management System at Kumar and Kumar Sons Pvt Ltd assigned few cases to his subordinate Dharam Kumar (DK).</p> <p><b>Case 1:</b> There is an employee; Rajesh Singh, who R.K think has the potential to take on new responsibilities. As Rajesh always brings new ideas to the team and makes great suggestions for improving processes and tasks.</p> <p><b>Case 2:</b> There is an employee; Sonu Tiwari, who isn't meeting the goals R.K and you set together in her last performance review. R.K pointed out where she's not meeting expectations, provided the tools she needed, and helped where R.K can, R.K has assigned you short period monitoring but you're not seeing improvement.</p>		
Q11.	D.K is confused about the terms coaching and counseling. He asked R.K, "Are they the same thing or, as a manager, do I need to do them both?" In the role of R.K Help D.K by clarifying the terms difference between the terms Coaching and Counseling along with their processes in order to answer his query please.	15	CO4
Q12.	R.K assigned D.K to Submit a report mentioning what development action (coaching, counseling) should be taken for Mr. Rajesh Singh and Ms. Sonu Tiwari. Also, he has asked D.K to write justification to support his choice. Please help D.K in identifying the need for coaching/counseling in the above-mentioned cases and justification for the choice.	15	CO4

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**SECTION A**

S. No.		Marks	CO
Q 1	<b>Attempt all questions. Each carries 2 mark.</b>	<b>20</b>	<b>CO1</b>
	<p>What is the full form of the following :</p> <p>a) MBO (ii) BARS</p> <p>b) KPI (ii) PM</p> <p>c) ..... refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards.</p> <p>d) In .....method, a list of statements is prepared giving a particular weight or scale value. Thus, the rating of particular value is obtained by adding up the weight of the various statements given to them.</p> <p>e) ..... coaches tend not to be very assertive and to speak deliberately and pause often, seldom interrupt others, make many conditional statements and want everyone to be happy.</p> <p>f) The four coaching styles are derived by mapping ..... on X –axis with the Task &amp; Fact orientation and People Orientation on Y-axis.</p> <p>g) Fill the blanks in managing the under performers:</p> <p>i. Identify the .....</p> <p>ii. Establish the reasons for the shortfall.</p> <p>iii. Decide and agree on the action required.</p> <p>iv. Resource the action.</p> <p>v. Monitor and provide .....</p> <p>h) In a good Performance Appraisal System, anyone can do the rating. (T/F)</p> <p>i) Performance Management objectives are of following types:</p> <p>i. Ongoing Role or Work Objective,</p> <p>ii. Upholding Values</p>		

	<p>iii. Expected Behaviour iv. All the above.</p> <p>j) In regard to Performance Management Process the HR department may need to know –</p> <p>I. Who the high-flyers are — for development and career planning; II. Who the poor performers are – to consider with the line manager what action needs to be taken; III. Performance ratings for performance-related pay decisions; IV. All the above.</p>		
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**SECTION B**

Q 3.	What are the Flight and Fight types of employee defensive behaviour in a performance review meeting?	5	CO2
Q 4.	Enlist the steps in MBO process.	5	CO2
Q 5.	Enlist the five C's of effective Performance Management.	5	CO2
Q 6.	Enlist the Performance Management Skills.	5	CO2

**SECTION-C**

Q 7.	<p>Define Performance Appraisal. (2 Marks)</p> <p>Name two performance appraisal methods. (2 Marks)</p> <p>Enlist the steps in Performance Appraisal System. (6 Marks)</p>	10	CO3
Q 8.	<p>Write a brief note on any one of the following highlighting their application :</p> <p>(1) Assessment Centre (2) Check list Method (3) Rater bias (4) Steps to manage the Low Performer.</p>	10	CO3
Q 9.	<p>What are the steps in the Performance Management Cycle explain with the help of a performance management process for a company of your choice .</p> <p><b>Or/</b></p> <p>Enlist the seven basic steps to improve Individual Performance.</p>	10	CO3

**SECTION D**

Q11.	<p><b>In reference to the below case answer the questions following the case.</b></p> <p><b>Case:</b> There is an employee; Sameer Sharma, whom Rajeev Kumar (Sameer's Boss) think has the potential to take on new responsibilities. As Sameer always brings new ideas to the team and makes great suggestions for improving processes and tasks.</p> <p><b>Questions:</b> (a) Coaching Process. (7.5 Marks) (b) Coaching Style. (7.5 Marks)</p>	15	CO4
Q12.	<p><b>In reference to the below case answer the questions following the case.</b></p> <p><b>Case:</b> There is an employee; Sonika Kumar, who is not meeting the goals Ranjeet Singh (Sonika's boss), set together in her last performance review. Ranjeet Singh pointed out where Sonika is not meeting expectations, provided the tools Sonika needed, and helped where Ranjeet can, Ranjeet did a short period monitoring but he is not seeing improvement</p> <p><b>Questions:</b> (a) Counselling. (7.5 Marks) (b) Counselling Process. (7.5 Marks)</p>	15	CO4