

Name:  
Enrolment No:



UNIVERSITY WITH A PURPOSE

**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**

**End Semester Examination – Dec , 2021**

**Program: MBA Core HR**  
**Subject/Course: Performance management**  
**Course Code: HRES7009**

**Semester : III**  
**Max. Marks: 100**  
**Duration : 3 Hours**

Section A			
Each question carries 2 marks.			
S No	Questions:	10Qx2M=20 Marks	COs
Q1	Performance means both behaviours and results. True (T) / False (F)	2	CO1
Q2	Linking each individual's performance to the organization's mission involves explaining to each employee how the employee's activities are helping the organization gain a competitive advantage. T/F	2	CO1
Q3	The strategic purpose of PM systems involves constructing the strategic vision for the organization. T/F	2	CO1
Q4	Dangers of a poorly implemented performance management system include wasted time and money, lack of standardized employee ratings, and confusion on how ratings are obtained. T/F	2	CO1
Q5	A performance management system is the systematic description of an employee's strengths and weaknesses. T/F	2	CO1
Q6	In regard to Performance Management Process the HR department may need to know – a) Who the high-flyers are — for development and career planning; b) Who the poor performers are – to consider with the line manager what action needs to be taken; c) Performance ratings for performance-related pay decisions; d) All the above.	2	CO1
Q7	Responsibilities of a manager in Performance Management Process are: a) Individual needs b) Performance feedback c) Strengths and Development needs d) All the above.	2	CO1
Q8	Which of the following is NOT one of the recommended guidelines for setting effective employee goals? a. Assigning specific goals b. Assigning measurable goals c. Assigning challenging but doable goals d. Administering consequences for failure to meet goals	2	CO1
Q9	A good Performance Appraisal System should have the following: a) Defined performance standards. b) Use of any rating tool. c) Anyone can do rating.	2	CO1

	d) Should be based on Job evaluation.		
<b>Q10</b>	Performance Management objectives are of following types: a) Ongoing Role or Work Objective, b) Upholding Values c) Expected Behaviour d) All the above.	<b>2</b>	<b>CO1</b>
	<b>Section B</b> <b>1. Each question carries 5 marks.</b> <b>2. Instructions: Write short answers.</b>	<b>4Qx5M= 20 Marks</b>	
<b>Q1</b>	Enlist the steps in Performance Appraisal Process.	<b>5</b>	<b>CO2</b>
<b>Q2</b>	Enlist the C's for making Performance Management effective.	<b>5</b>	<b>CO2</b>
<b>Q3</b>	Enlist the Performance Management Roles.	<b>5</b>	<b>CO2</b>
<b>Q4</b>	Define Performance Appraisal. Name two performance appraisal methods.	<b>5</b>	<b>CO2</b>
	<b>Section C</b> Each Question carries 10 marks.	<b>3Qx10M=30 Marks</b>	
<b>Q 1</b>	The employee and the supervisor both have important roles during the performance execution phase. Please list and explain each party's responsibilities in this phase of the performance management process.	<b>10</b>	<b>CO3</b>
<b>Q2.</b>	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. 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. c) In this case, the rater seeks opinions from supervisors of the employees instead of personally reviewing the employee's performance. 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. e) Rating is influenced by the most recent behaviour ignoring the commonly demonstrated behaviour's during the entire appraisal period.	<b>10</b>	<b>CO3</b>
		i) Identity Bias ii) Dispositional Bias. iii) Recency Effect: iv) Comparative Bias v) Situational Bias.	
<b>Q 3</b>	Look at the below mentioned Situation : a) Identify the connected theory in below situation statement correctly. b) Which out of the two- coaching/counselling can be use in below situation? Please read the background to the situation before attempting to answer.	<b>10</b>	<b>CO3</b>

	<p><b>Background:</b> Dinesh Singh (D.S) heading the Performance Management System at Singh and Singh Sons Pvt Ltd assigned few cases to his subordinate Dharam Kumar (DK).</p> <p><b>Situation 1:</b> There is an employee; Rajesh Singh, who D.S 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>OR</b></p> <p><b>Situation 2:</b> There is an employee; Sonu Tiwari, who isn't meeting the goals D.S and you set together in her last performance review. D.S pointed out where she's not meeting expectations, provided the tools she needed, and helped where D.S can. D.S has assigned you short period monitoring but you're not seeing improvement.</p>			
	<p><b>Section D</b></p> <p>Each Question carries 15 marks.</p>	<p><b>2Qx15M=</b> <b>30 Marks</b></p>		
<b>Q1</b>	<p>You want to transition your organization's performance appraisal system into a performance management system. Write a one-page memo to your supervisor describing the advantages of having a well-designed, properly implemented performance management system</p>	<b>15</b>		<b>CO3</b>
<b>Q2</b>	<p>What are the Key Process Steps, which are followed in Counselling? List down and explain few best practices for an effective Counselling Session</p> <p style="text-align: center;"><b>OR</b></p> <p>Organizations can reward employees in several ways. Please list and describe five possible rewards that employees can receive and explain when an organization should use each reward.</p>	<b>15</b>		<b>CO3</b>