

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**

**End Semester Examination – May, 2023**

**Program: BBA (Core)**  
**Subject/Course: Performance Management**  
**Course Code: HRES 2003**

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

**SECTION A**

Q.No.	This section is of 20 marks (Each question is of 2 marks) Fill in the blanks	COs
1	a) The prerequisites of PMS are _____ and _____ b) The objectives of performance appraisal are _____ and _____ c) Performance of an employee can be seen in terms of _____ and _____ d) Two concerns of a performance management system are _____ and _____ e) The acronym KSA stands for _____, in the context of performance appraisal. f) Performance= Procedural knowledge X _____ X _____ g) The three approaches to measure employee performance are Behaviour approach, _____ and _____ h) Two characteristics of a legally sound PMS are _____ and _____ i) Psychological contract can be defined as _____ j) Performance management should be _____ and _____ integrated	CO1
<b>SECTION B</b>		
<b>This section is of 20 marks (Each question is of 5 marks)</b> <b>Instruction: Questions may have an internal choice. Write short answers</b>		
2	List any five contributions of a good Performance Management System to the organization <b>OR</b> Briefly outline the characteristics of a legally sound Performance Management System	CO1
3	Assume a colleague, whose cubicle is next to yours, needs to take a bathroom break and asks you to answer the phone if it rings because an important client will call at any moment.  If you say “That is not MY job?”  According to you, which dimension of performance is absent in the above instance? How do you conclude that?	CO4

	<b>OR</b>	
	Write the job description of an assistant professor teaching ‘General Management’ to undergraduate and postgraduate students in a private university in India.	
4	Differentiate between ‘Performance Appraisal System’ and ‘Performance Management System’?	CO3
5	What are the major components of a performance appraisal forms?  <b>OR</b> Briefly explain the coaching process which is used by managers in performance management process.	CO2
	<b>SECTION C</b>	
	<b>This section is of 30 marks</b> <b>Each question is of 10 marks.</b>	
6	Think of your favorite teacher from your school or college days. What was his or her coaching style? Do you think that coaching style helped in improving the academic performance of his/her students? Was there a need of some change in his/her coaching style? If yes, then what?  <b>OR</b> What are the benefits of 360 degree appraisal? Would you suggest all organizations to adopt this method of appraisal for evaluating the performance of all categories of its employees? Why or why not?	CO4
7	Compare the ‘Results approach’ with ‘Behaviour approach’ to performance management.	CO2

Consider the job of a front desk executive in a five star hotel. Given below is a portion of the appraisal form used for the position.

<i>Please rate the employee on the following factors</i>					
	<b>Did not meet expectations</b> <b>(1)</b>	<b>Achieved most expectations</b> <b>(2)</b>	<b>Achieved expectations</b> <b>(3)</b>	<b>Achieved expectations and exceeded on a few</b> <b>(4)</b>	<b>Significantly exceeded expectations</b> <b>(5)</b>
<i>Flexibility</i>					
<i>Teamwork</i>					
<i>Oral communication</i>					
<i>Written communication</i>					
<i>Customer service</i>					
<i>Job knowledge</i>					

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CO3

With reference to the above answer the following

- a) What appraisal method is used in the above form?
- b) Is it a past oriented method or future oriented method?
- c) Use checklist method to collect similar information about performance.
- d) Use forced choice method to collect similar information about performance.

### SECTION D

**This section is of 30 marks (Each question carries 15 marks)**

**Instruction: Read the given situation and answer the question which follows**

Suppose you are the senior HR manager of an IT company with about 100 employees. The company wants to improve the performance management system and hence, is reviewing the appraisal forms used for all employees.

9	Design a performance appraisal form which can be used for software developers, which is the largest and the most important group of employees. Feel free to assume any information which you feel important in developing the form.	CO3
10	Explain the method used in developing the appraisal form. Also discuss the merits and demerits of that method.	CO2