**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**FIFTH TRIMESTER (Batch 2019-21)**

**END TERM EXAMINATION, JAN-2021**

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| Course Name | **Performance Management System** | Course Code | **HR 405** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**INSTRUCTIONS:**

1. All questions are compulsory
2. Answers copied from other sources will be treated as unfair means
3. Use the concepts studied in the class while writing answers.

**Question.1 ( Category 1) (8 Marks)**

**1.** Performance Management System acts an employer branding tool. It breaks or makes the organization. Elucidate this statement.

**2.** Performance Management System is like a stony path. An organization has to walk on it carefully. Do you agree with this statement? Give reasons for your response.

**Question .2 (12 Marks)**

1. “Why is it that every year there are people leaving our organization immediately after appraisal”, boomed Mr. Sahani’s voice as he went through the employee turnover report of this month. He flipped through the pages of the exit interviews.

Following are the excerpts of some of the exit interviews:

1. “ I feel that my performance goals are imposed on me” (Mr. Dhami)
2. “ I feel that I have been putting in so much of efforts which are not acknowledged by my superior” (Ms. Radha).
3. “ I feel that the company is only focusing on financial results. I have spent so much of time in developing systems and establishing client relationship, what about that.” (Mr. Sridhar)

If you were in Mr. Sridhar’s place, what measures would you have taken. His organization is currently using Graphic Rating Scale method.

**Questions.3 (Category 2) (10 Marks)**

1. What is BARS. How is it better than other traditional methods of performance appraisal? Create a BARS performance appraisal format for the position of
2. Staff nurse b. Shop floor supervisor
3. What is BARS. How is it better than other traditional methods of performance appraisal? Create a BARS performance appraisal format for the position of
4. Floor sales assistant of retail outlet b. Zomato Delivery Person

**Questions.4 (10 Marks)**

1. Following are the excerpts of some of the dialogues of performance feedback. Do you think it is right? How do you think it can be improved?

Appraiser to Appraisee:

1. “ Hi , can you come over for 5 minutes for your performance feedback today after 10 minutes.”
2. “ I think you have done fairly ok , so I have rated you 3 out of 5 in your adherence to timeline.”
3. “This feedback is just a formality”.
4. “Can you quickly, in two minutes write your performance goals for next year, I am getting late for my next meeting.”

What does KSS approach stand for in performance feedback. Explain in detail how it can be applied.

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Appraiser to Appraisee:

1. “ Hi , can you come over for 5 minutes for your performance feedback today after 10 minutes.”
2. “Ok, now let us quickly start, You have been given almost 3 in all parameters.”
3. “Please wait, I have to take a call from my home.”
4. “ I believe, you don’t have any questions, so let us end our meeting. Thank you.”

What does KSS approach stand for in performance feedback. Explain in detail how it can be applied.