



Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2022

Course: Performance Management

Program: BBA

Course Code: HRES 2003

Semester: IV

Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	Performance is: a. about the achievement of objectives b. how a person achieves results c. concerned with both inputs (behaviour) and outputs (results) d. what someone delivers	[2]	CO1
Q2	The most important characteristic of performance management is that: a. it involves the use of feedback b. it identifies poor performers so that action is taken c. it involves a continuous dialogue between managers and individuals on matters concerning performance d. it enables performance to be measured	[2]	CO1
Q3	The difference between performance management and performance appraisal is that: a. performance management does not involve ratings; appraisal does b. performance management is forward looking; appraisal looks backwards to past performance c. performance management is a joint process; appraisal is top down d. performance management is a continuous process; appraisal is an annual or periodical event	[2]	CO1
Q4	The _____ purpose of PM systems is to furnish valid and useful information for making employment decisions including salary adjustments, promotions, and terminations. a. strategic b. informational c. administrative d. developmental	[2]	CO1
Q5	The correct order of the phases of a performance management process is: a. Performance planning, prerequisites, performance execution, performance assessment, performance review, performance renewal and recontracting b. Prerequisites, performance planning, performance execution, performance assessment, performance review, performance renewal and	[2]	CO1

	recontracting c. Performance planning, prerequisites, performance execution, performance review, performance assessment, performance renewal and recontracting d. Prerequisites, performance execution, performance planning, performance assessment, performance review, performance renewal and recontracting		
Q6	Pay added to base pay that depends upon an employee's performance is called: a. An allowance b. Contingent pay c. Relational return d. A benefit	[2]	CO1
Q7	Which of the following is not the concern of Performance Management? a. Concern with outputs, outcomes, process and inputs b. Concern with planning c. Concern with measurement and review d. Concern with maintaining secrecy	[2]	CO1
Q8	All of the following are possible benefits of a performance management system EXCEPT: a. Protection from lawsuits b. Employees become more ethical c. Employees become more competent d. The definitions of job and criteria are clarified	[2]	CO1
Q9	Which of the following is a possible danger of a poorly implemented performance management system? a. Salaries must be increased. b. Poorly performing employees will always stay at the organization. c. No time or money is spent on the system. d. Motivation to perform is decreased.	[2]	CO1
Q10	Which of the following method is not the trait-based approach of appraising performance? a. Critical incident b. Graphic rating scale c. Mix standard d. Essay	[2]	CO1
SECTION B 4Qx5M= 20 Marks			
Q11	Is it necessary to have a formal system of performance management?	[5]	CO2
Q12	What are the characteristics of effective performance management?	[5]	CO2
Q13	How can performance management function as an effective strategy to improve business results?	[5]	CO2
Q14	How do employees benefit from performance management?	[5]	CO2
SECTION-C 3Qx10M=30 Marks			

Q15	There are several characteristics of an ideal performance management system. Please discuss each characteristic of an ideal system and explain how an organization can achieve each characteristic. (For example, one characteristic of an ideal PM system is that it is reliable. An organization can make its system reliable by ensuring that performance measures are consistent across equally or similarly qualified judges and free of error.)	[10]	CO3
Q16	What are some important issues to consider for the successful implementation of performance management systems in India?	[10]	CO3
Q17	Provide some guidance for line managers on how to give constructive feedback and avoid making impossible demands that would increase workload and stress.	[10]	CO3

SECTION-D
2Qx15M= 30 Marks

Q18	<p>Harry Patterson is the customer service supervisor for Hoffman Airlines at the Kiowa Airport in Colorado. He supervises 10 employees who are responsible for helping customers with lost baggage, dealing with delayed or missed flights, finding hotel rooms for stranded passengers, and so on. Hoffman Airlines has been considering implementing a 360-degree feedback program for the employees and has hired you to help them develop such a program. Management has decided to test the concept by using it as a developmental tool for Harry Patterson.</p> <p>What might be the benefits and dangers of implementing 360-degree feedback as a developmental tool for this supervisor?</p>	15	CO3
Q19	<p>You are a newly hired professor with a Ph.D. in Human Resources Management. You have special interests in both training and performance measurement. You decide to develop a comparative performance measurement system to measure student performance in your HR Management classes.</p> <p>Critically assess the advantages and disadvantages of implementing such a system.</p>	15	CO3