

School of Business**Bachelor of Business Administration
Semester End Examination - Jun 2024****Duration : 180 Minutes
Max Marks : 100****Sem IV - D1UA418T - D1UA410T- BBHR2015 -Performance Management***General Instructions**Answer to the specific question asked**Draw neat, labelled diagrams wherever necessary**Approved data hand books are allowed subject to verification by the Invigilator*

- 1) Identify 4 techniques used in assessment centres to evaluate managers competencies K3(3)
- 2) Q1- Analyze & provide opinion on the statement "MBO is an effective method for goal setting". K4(4)
- 3) "Managing Performance leads way to positive Appraisal of employees" Construct a scenario wherein your mother has used this aspect to enhance your performance in childhood days. K3(6)
- 4) Create two performance management plans;1- For Johnsons baby product company based on Trait based performance measures, 2- Tata Call center- based on behavioural based performance measures . K6(6)
- 5) "Harmonious relationship between the boss and subordinate leads to positive outcomes in managing performance." Compile examples from real life scenarios or movies to prove your point. K6(6)
- 6) "Analytics has got no role to play with respect to Performance Management system" Critically dissect the statement. K4(8)
- 7) You are hired as a consultant in Noida International University to use "EFQM" Model structure & enhance the effectiveness of this system. Plan the question chain with justified answers. Also provide the detailed report to facilitate the Deans for its implementation. K3(9)
- 8) The effectiveness & efficiency of Performance management is driven by two steps of effective Performance Planning & its managing. Apply your knowledge of performance management & share your response. K3(9)
- 9) In the case of Logix Corporation, a multinational IT company, the preconditions of organizational readiness and fit were critical considerations in the implementation of its performance management system (PMS). Logix recognized that for the PMS to be effective, it needed to align with the organization's culture, values, and strategic goals while ensuring that the company was adequately prepared for the change. K5(10)
Logix Corporation conducted a thorough assessment of its

organizational readiness before implementing the PMS. This assessment included evaluating factors such as leadership support, employee capabilities, existing HR processes, and technological infrastructure. By understanding the organization's readiness level, Logix could identify potential barriers to successful implementation and develop strategies to address them proactively. Furthermore, Logix Corporation ensured that the PMS aligned closely with the organization's culture and values. The company recognized that a one-size-fits-all approach would not be effective and, therefore, customized the PMS to suit the unique needs and preferences of its employees. This alignment helped to foster employee buy-in and acceptance of the new system, leading to smoother implementation and greater success.

Throughout the implementation process, Logix Corporation prioritized communication and training to ensure that employees were equipped with the necessary knowledge and skills to embrace the new PMS fully. Regular communication sessions were held to explain the rationale behind the changes, address concerns, and solicit feedback from employees. Additionally, comprehensive training programs were conducted to familiarize employees with the new processes and tools associated with the PMS.

Despite the careful planning and preparation, Logix Corporation encountered some challenges during the implementation of the PMS. Resistance to change from certain employees, particularly those accustomed to the old system, posed a significant obstacle. Additionally, the initial learning curve associated with the new PMS led to temporary productivity dips in some departments. However, Logix Corporation remained committed to addressing these challenges through ongoing support, training, and communication efforts.

Questions:

a) How did Logix Corporation assess its organizational readiness prior to implementing the performance management system, and which factors were considered in this assessment?

b) Estimate how Logix Corporation ensured alignment between the performance management system and the organization's culture and values, and examine the impact of this alignment on employee acceptance and adoption.

10) The Heera pvt ltd company was showing strong signs of employee demotivation & the employee survey indicated direct relation with lack of linkage between performance & rewards. You are hired as a consultant to improvise the situation,

K4(12)

Q1-Inspect & share what new practices can they introduce through the Performance Management Linked Reward Systems to motivate employee performance. 10 marks

Q2- What are the benchmark practices in managing reward based performance in the industry. 2 marks

11) Govid & Rohan Corporation ltd, a software development company,

K6(12)

has now planned to implement a new performance management linked reward system. The company evaluates its employees based on their project delivery, client satisfaction ratings, and adherence to deadlines. Performance reviews are conducted quarterly, and rewards such as bonuses, promotions, and recognition are tied to individual and team performance. In a performance management-linked reward system, an organization aligns its reward mechanisms with employees' performance evaluations. This approach aims to motivate employees to achieve specific goals and objectives set by the organization.

Q1- Prioritize the key points to be kept in mind while designing a performance based reward management system. 4 marks

Q-2- You are hired as an Performance management Expert & expected to compile a new PMS & reward linkage system. In this scenario, provide a suitable response to enrich the organisation. 8 marks

12)

InnovaTech Solutions, a cutting-edge technology firm, underscores the significance of effective reward management to allure, retain, and motivate its workforce. The company acknowledges that a well-crafted reward system can align employee efforts with organizational objectives, propel performance, and cultivate a conducive work environment. In practice, InnovaTech Solutions implements a multifaceted approach to reward management, encompassing both monetary and non-monetary incentives. Monetary rewards include competitive salaries, performance-linked bonuses, profit-sharing arrangements, and stock options, aimed at acknowledging and incentivizing employees for their contributions to the company's success. Meanwhile, non-monetary rewards such as recognition programs, professional development opportunities, flexible work arrangements, and comprehensive employee benefits packages play a pivotal role in enhancing employee engagement and satisfaction. To ensure transparency, fairness, and equity, InnovaTech Solutions maintains clear criteria and processes for reward allocation. Regular performance evaluations are conducted, with managers providing constructive feedback on individual and team performance, thereby aligning rewards with employees' accomplishments and contributions. Furthermore, the company actively solicits employee feedback and involvement in reward design and decision-making processes, fostering a sense of ownership and inclusivity. Moreover, InnovaTech Solutions emphasizes the alignment of rewards with organizational values and culture. The company fosters a culture of meritocracy, where excellence, innovation, and collaboration are celebrated and rewarded. Employees who exhibit dedication, creativity, and teamwork are duly recognized and rewarded, reinforcing desired behaviors and nurturing a culture of high performance. Despite the evident benefits of reward management, challenges arise in striking a balance between short-term incentives and long-term

K5(15)

organizational objectives, as well as in ensuring that rewards remain meaningful and valued by employees. Additionally, InnovaTech Solutions grapples with the task of retaining top talent amidst fierce competition in the technology industry while efficiently managing the costs associated with reward programs.

Questions:

1. Evaluate how InnovaTech Solutions designs and implements its reward system to ensure alignment with organizational goals and values. 5 marks
2. Evaluate the strategies employed by InnovaTech Solutions to maintain fairness and transparency in its reward management practices, and how this contributes to employee satisfaction and engagement. 5 marks
3. Evaluate the ways in which InnovaTech Solutions can address the challenges associated with reward management, particularly in balancing short-term incentives with long-term organizational objectives and managing costs effectively. 5 marks