

PGDM-2014-16 Batch

**Managing People and Performance in Organizations
DM-423**

Trimester – IV, End-Term Examination: September 2015

Time allowed: 2 hrs 30 min

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

Section- A

**Answer any THREE out of the Following Questions. Each question carries 5 Marks.
Marks: 3*5 = 15**

- A 1. 'Companies should ban the Bell-curve now'- Do you agree? Comment with justifications.
- A 2. Prepare a broad outline of a Balanced Scorecard with its salient features.
- A 3. What are the responsibilities of managers in PMS?
- A 4. What are the pre-requisites for a Performance Management process?
- A 5. Prepare a broad outline of a performance assessment form for a manufacturing company of your choice

Section- B

**Answer any TWO of the Following Questions. Each Question carries 10 Marks.
Marks: 2*10 = 20**

- B 1. Explain with suitable examples how raters' errors can create serious problems in PMS and what should HR department do to minimize these errors?
- B 2. Design a Communication Plan in PMS for a Telecom Company of your choice?
- B 3. Prepare an annual calendar for PMS of a Power sector Company in India. What are the different performance development plans you should suggest based on the results of PMS.

Section- C : Compulsory Case Study (15 Marks)

Analyse the Case and answer all the questions given at the end of the case. Each question carries 5 marks.

CASE STUDY

Swagata Foods Ltd is a home-grown company in the business of processing and marketing jams, ketchups, and pickles. It enjoyed high brand equity and the management is professional. Mr Ravi Upadhyaya, CEO, had decided to quit and he was personally involved in the recruitment of his successor, Mr Ashwani Raj.

After Mr Ashwani Raj joined the company, he wanted to review the performance appraisal system, which was started about 15 years ago. Initially, it was a trait-based system wherein superiors rated employees on the basis of job knowledge, integrity, communication, health/hygiene, loyalty, etc. In the last two years, the erstwhile CEO, Mr Ravi Upadhyaya, had introduced 360-degree appraisal system, which essentially involved a manager being appraised by his subordinates, peers, and superiors. In the new system, subordinates had the opportunity to give feedback freely about their manager's behaviour. He carried out a pilot study through a questionnaire and was of the opinion that it is essential to heed to the views, concerns, and opinions of subordinates with care and respect. He then designed a subordinate appraisal form and

made it an integral part of the managerial performance appraisal system. The name of the subordinates giving the feedback was kept confidential and only the responses were shown to the managers.

The introduction of this system evoked a lot of hue and cry in the organization. Managers were up in arms, as many of the top performing managers got a negative feedback from their subordinates. They wanted that feedback be given in a face-to-face discussion.

But Mr Ashwani Raj had his doubts about this system as it questions the very basics of organizational control mechanisms and group dynamics. Therefore, he agreed that performance appraisal system needs to be top-down, and vice versa. The problem is that the existing system could not be totally scrapped out because it would send a wrong message to the subordinate level employees that their view does not matter to the management. However, continuation of the existing system would create greater conflict. Time was running out and Mr Ashwani Raj had to quickly come to some conclusion because the new appraisal cycle had to start within two weeks.

Questions

1. What went wrong with the assessment of Mr Ravi Upadhyaya regarding implementing 360-degree performance appraisal system?
2. Why are the managers up in arms? They also give negative feedback to their subordinates. Then where is the problem?
3. What should Mr Ashwani Raj do now? Please advise him.