

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2016-18)
END TERM EXAMINATIONS, SEPTEMBER 2017
SET – I

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|--------------------|--------------------------------------|--------------------|---------------|
| Course Name | Performance Management System | Course Code | HR 402 |
| Max. Time | 2 hours | Max. Marks | 40 |

INSTRUCTIONS: Attempt all questions and be specific in your answers.

Q1. "Performance Management system is key to competitive advantage of an organisation and is a strategic process". Justify the statement with suitable examples and explain the process of performance management System. **8 marks**

Q2. Harry is the customer service supervisor for Zet Airlines at the Bangalore Airport in India. He supervises ten employees who are responsible for helping customers with lost baggage, dealing with delayed or missed flights, finding hotel rooms for passengers etc. Zet 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.

1. What might be the benefits and dangers of implementing 360-degree feedback as a developmental tool for Harry? **4 marks**
2. Using the following grid format (can be extended), answer who should be the sources for the feedback and what dimensions would be measured by each source? **4 marks**

| b. Performance Dimensions | a1. Source | a2. source | a3. Source |
|---------------------------|------------|------------|------------|
| | | | |
| | | | |

Q3. Describe relevance of performance analysis in performance management system and elucidate facilitating and inhibiting factors in performance analysis with suitable examples. **8 marks**

Q4. Critically appraise the case and answer following questions?

Case

Amit Sharma, Director (Financial Services) at Avasta Technology Limited (ALT), was in his Mumbai office going over the feedback received for Rahul, one of the Managers in his team. An outstanding performance and a critical resource for the project, Rahul had numerous negative feedbacks from various people. It was time for his annual appraisal. Amit had to decide on Rahul's rating.

Company Background

Avasta Technology Limited was a global management consulting, technology services and outsourcing company, with net revenues of US\$ 15.55 billion for the fiscal year ended August 31, 2015. Avasta Technology Limited delivered its services and solutions through 17 focused industry group in five account groups. A manager usually had a team of 70 to 100 people. He was directly responsible for the delivery of around three to five project. The HR manager was responsible for ensuring adherence to the HR processes of the organization, facilitating training and development and ensuring a healthy work environment.

The Dilemma Created by Rahul

Rahul Shetty was the Manager for the Life Insurance related applications group. He had a team of 83 members. He had joined less than a year back. As manager, Rahul was accountable for

- Managing resource utilization to achieve targets;
- Managing quality of deliverables to minimize defect density;
- Ensuring timely feedback was provided to direct reports and that direct reports provided timely feedback to their team members;
- Proposing solutions to client requests that maximized value for their business; and
- Ensuring that the team adhered to process.

Rahul had received extremely good feedback for his performance on the delivery front from his supervisor. Even the clients had consistently provided very good feedback for him. His weak area, as highlighted by his supervisor, was that he was sometime misconceived as aggressive by other employees. There had been numerous complaints on his people management style to the HR Manager. There was also evidence to suggest that people were leaving the team due to his managerial style. Shekher Gupta felt that to be a serious issue that needed to be addressed in the appropriate manner.

Vijay Nair's Feedback on Rahul

Vijay Nair, the senior manager to whom Rahul reported; gave the following comments regarding Rahul and forwarded them to Amit:

- Rahul has very good background in the insurance industry. This gives him an insight into opportunity areas within the current account. He has been able to build confidence with our client sponsor.
- Rahul is able to quickly assess the technical and managerial capabilities of his people. He has effectively realigned a large percentage of the Life Insurance organization to better leverage technical capabilities and to help people achieve their career objectives.
- Rahul need to find way to delegate more responsibility to other team members and he needs to scale back on the hours he is working in the office to allow time to re-energize and re-charge.
- Rahul sets high expectations for his people to perform, although he leads by example. He however, also needs to focus more on his soft skills; he is sometimes interpreted incorrectly as being too aggressive when his intent appears to be to instill a sense of ownership and account ability.

Shekhar Gupta's Feedback on Rahul

Shekher Gupta, the HR Manager, Gave the following feedback regarding Rahul: "Rahul Sheety's management style is cause of concern. From all that has been reported, it is evident that his team is not happy with the kind of leadership provided by him". The following point have come out strongly in discussions with various team members across all levels:

- Rahul lacks trust and confidence on team members. He neglects recognition and appreciation of good performance.

- There is micro management in the team and for any small mistake employees are called into a room and threatened with fire consequences, creating an atmosphere of fear. For instance, a group of individuals were extremely aggressive. One individual was asked to move out of the team the next day.
- Rahul lack professional approach and has an abrasive approach – he shouts in the bay at individual team members. The following incidents support this:
 - An employee was reprimanded for ‘copying HR’ in one of the mails that she wrote to her team lead expressing her discomfort with the leadership in the team.
 - An employee was slapped.

Amit Sharma’s Dilemma

It was time for the annual appraisal. As part of the process, all rating for Managers was finalized at the DAQG level with inputs from various stakeholders like supervisor, HR Manager, and clients. The performance management process in the organization evaluated an individual’s performance on three parameters:

- 1) **Value creator:** Generates or contributes to long-term value for Avasta software solutions and/or clients.
- 2) **People developer:** Builds capability and morale of others; creates a strong legacy among peer and team.
- 3) **Business operator:** Efficiently executes work processes and manages resources.

A five-point rating scale was used to evaluate an individual’s performance as given below

| Rating | Definitions |
|--------|--|
| A+ | Consistently demonstrates performance above expectations for current career level Exceptional performance in relation to others in peer group. Performance demonstrated is consistently at the very top of the peer group, visible and acceptable within the peer group. |
| A | Consistently demonstrates performance in line with expectations for current career level, and frequently above expectations. Demonstrates performance significantly above the peer group. |
| B | Consistently demonstrates performance in line with expectations for current career level. Career progression on track. Demonstrates performance above the peer group |
| C | Improvement is required in order to progress. Needs monitoring and guidance. |
| D | Contribution is below the peer group. Requires considerable improvement. |

Amit has had discussions with Rahul’s supervisor and the HR Manager. Rahul’s supervisor strongly feels that he should be rated A+ but the HR Manager feels that he should be rated D. Both HR Manager and Rahul’s supervisor had valid points. Amit had to decide not only on Rahul’s rating but also how to communicate it to him in a constructive way.

- a) If, you would have been in place of Mr. Shekhar, what rating you would have given to Rahul and why? **6 marks**
- b) Elaborate on the framework of the performance management system that need to be implemented to prevent occurrence of such a situation in future? **10 marks**