

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**PGDM / PGDM (M) / PGDM (SM)****FOURTH TRIMESTER (Batch 2024-26)****END TERM EXAMINATIONS, OCTOBER 2025****SET-1**

Course Name	Performance Management System	Course Code	20325
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- All questions are mandatory.
- Answers should be rich in content and precise with relevant examples.
- Be precise and objective in your answers with a max. word limit of 750-1000 words.

1. BrightTech Solutions, a mid-sized IT services firm, launched a high-stakes client project requiring collaboration between developers, testers, and business analysts. Despite strong individual talent, the 8-member team faced challenges - developers prioritized features, while the client emphasized deadlines; tasks like documentation were delayed due to unclear ownership; remote members missed updates from office meetings; developers and testers clashed over defect reporting, and the manager struggled to assess contributions fairly; high performers felt unrecognized, while minimal contributors shared equal credit. The project manager must ensure effective team performance, meet client expectations, and fairly recognize individual contributions within the Performance Management System.

- Identify the main challenges in managing this team's performance. **(5 marks)**
- Analyze and apply the Performance Management System to address these challenges. **(5 marks)**

2. Create a Performance Improvement Plan for an employee whose performance declined over the last quarter, reflected in reduced client satisfaction scores and incomplete project deliverables. Your plan should clearly outline performance expectations, provide resources for skill enhancement, and include evaluation checkpoints. **(10 Marks)**

3. Your HR consulting firm has recently lost two major clients to competitors. Exit feedback revealed key issues: delays in candidate shortlisting, inconsistent follow-up communication, and a lack of proactive client engagement. With competition intensifying, management has directed your team to prioritize client satisfaction, faster service delivery, and stronger relationship management in the coming quarter.

- Develop OKRs for the consultancy firm and create at least 2 objectives. **(5 Marks)**
- Suggest 3 measurable key results for each objective that can help the firm improve client retention and strengthen its market reputation. **(5 Marks)**

4. A sales associate in a retail chain has been missing monthly sales targets despite high footfall in the store. Customer feedback also highlights a lack of product knowledge and minimal effort to upsell. Develop a goal sheet with:

- Result-based goal: (e.g., sales conversion rate, upselling targets) **(5 Marks)**
- Behavior-based goal: (e.g., product knowledge, customer engagement) **(5 Marks)**