

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**PGDM / PGDM (M) / PGDM (SM)****FOURTH TRIMESTER (Batch 2024-26)****END TERM EXAMINATIONS, OCTOBER 2025****SET-2**

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. In a mid-sized IT services company, the project manager consistently gives all team members a rating of "above average" during performance reviews. While this helps the manager avoid conflict, it has created frustration among high-performing employees who feel that their extra effort is not being recognised. At the same time, average performers are getting the same rewards and recognition as top contributors. Over time, this has led to declining motivation and complaints about unfairness.

- Analyze the situation and identify which performance appraisal error is being committed. **(5 Marks)**
- Propose recommendations for redesigning the performance assessment process to ensure fairness and differentiation in ratings. **(5 Marks)**

2. Create a Performance Improvement Plan for a team member who consistently misses deadlines in a critical client project. Your plan should clearly outline objectives, measurable performance standards, support mechanisms, and a review timeline. **(10 Marks)**

3. EduLearn, an EdTech company, discovered through its recent performance reviews that many employees lack updated digital skills, limiting innovation and slowing down product launches. To remain competitive, management has decided to prioritize employee learning, capability building, and internal knowledge sharing this year.

- Develop OKRs for EduLearn's HR team and create 2 objectives centered on employee skill development and knowledge sharing. **(5 Marks)**
- For each objective, propose 3 measurable key results that can track progress effectively. **(5 Marks)**

4. In a consulting firm, supervisors conduct annual performance appraisals. One supervisor tends to rate employees based on their most recent work rather than considering performance across the entire year. For example, an employee who struggled for most of the year but showed improvement in the last month received a top rating. In contrast, another employee who consistently delivered high-quality results but made a small mistake near the appraisal period received a lower rating. This has caused dissatisfaction and questions about the fairness of the system.

- Identify the appraisal error in this case and explain its implications for employee morale and trust in the system. **(5 Marks)**
- Design a fairer performance assessment mechanism that can help managers capture performance continuously and reduce bias caused by recent events. **(5 Marks)**