

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

FOURTH TRIMESTER (Batch 2017-19)

END TERM EXAMINATIONS, OCTOBER 2018

Course Name	Performance Management System	Course Code	HR405
Max. Time	2 hours	Max. Marks	40

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

Q1. Describe the features of a performance management system and role of standards, measures and objectives in the effective implementation of PMS. 8

Q2. Create a performance review form emphasizing desirable features of employee development for integrating performance assessment with learning & development function of HR, based on the job description for a software sales position as follows: 8

Job Description: Responsible for selling company software programs to schools in designated districts and managing the preparation of customized sales material for each school in their districts. Salespeople are also responsible for preparing and giving sales presentations to relevant district employees. Finally, the salesperson is responsible for identifying and cultivating key relationships in his/her districts. Competencies are Project Management, Sales Performance, New Clients, Client Relationships and Technical Expertise.

Q 3. Construct behaviour anchored rating scale for measuring performance of customer service executive working in SITEL Telecom Ltd. with minimum 3 generic competencies and 3 behaviour indicators for each of these competencies. 8

Q 4. Case:

Avinash Gupta, Senior Manager, Infotech Solution has a meeting at 6:00 p.m. with the management to discuss the annual performance of Rhagav Sengupta, Project Manager for project e-Trading. Gupta is very uneasy; it is almost a year that Sengupta has been working with him on the project but things are just not going as per the plan. Infotech Solution came into existence in 1988. The company's growth was fueled by its offshore software development model and the branding of some of its services.. Project e-Trading entailed the creation of an e-commerce site for a US-based client.

Phase I

In the beginning of the project the requirements were given to the Project Manager Ms. Neelim. The project started on March 12, 2013. There were two module leads and eight developers under Neelim. The weekly progress of the project was documented and sent out to the client every Thursday which was then discussed over the call. Depending on the discussions during the call the action items for the next week and MOM (Minutes of Meeting) was framed. If a change in the requirement was identified, a call was scheduled anytime within the week (on an ad-hoc basis). Under the leadership of Ms.

Neelima the project was going on very smoothly and the client too was very happy with the service provided to them. Things, however, changed drastically when Neelima decided to put in her papers citing personal reasons. On June 2, 2014, she submitted her resignation and was ready to serve the notice period of one month. The news came as a shock to the senior management as the project was going through a very crucial stage. So the management decided to depute a new manager to this project. Sengupta replaced Neelima and took charge of the project on July 1, 2014. During her notice period, Neelima transferred her knowledge and apprised Sengupta about the project.

Rhagav Sengupta as the Project Manager (From July 1, 2014 - Till Date):

Sengupta started his career after a BE in Computer Science. He began as a software engineer and due to his high performance, within five years he became a PM. Later Avinash Gupta found that the project was not going as per the schedule. He communicated with the client and found certain issues were on the way. The major issues, according to the client, were that Sengupta was not able to communicate properly with the client. The latter was not satisfied with the services; there were also issues regarding the quality of the code that was provided to them. In the wake of these findings, Gupta had a meeting with Sengupta's team and found out that the team's morale was down and the members too had certain issues with Sengupta. When Sengupta communicated with the client, they often changed their requirements. Sengupta then communicated the same to his team and a substantial amount of work had to be redone in a shorter timeframe forcing them to work even on weekends. As a result the quality of coding also suffered to an extent. The team also brought to the notice of Gupta that they were not appreciated for their work. Considering all the above-mentioned problems and the criticality of the project, Gupta along with the Senior Management made a crucial decision. It was to give the responsibility of communicating with the client to Senior Project Manager Arjun who was already in the US handling a different project. The driver of the decision was that as the project was now in crisis due to the quality of codes, convincing the client was very important. Sengupta was also kept in the loop while making this decision and everyone agreed that, face to face interaction with the client was now very important as certain crucial things could miss out on a telephone call. Arjun realized that the client was changing requirements very often and conveyed to the client that if they would change the requirements, then the timelines would need to be extended and even the project would be re-budgeted. Now, Avinash Gupta has to move into the meeting where the other senior management members are waiting for him. The meeting is scheduled to discuss the performance of Sengupta and take a call on whether he should continue with the project or not. The feedback from the client, also constituted a significant input to the performance appraisal process in Infotech which was based on a graphical rating scale. An 'unsatisfactory' rating from the client, expressed either explicitly or implicitly through communication, could significantly impact a project manager's appraisal. This was known to all project managers in Infotech.

- a) Suggest suitable rating (below expectation/meet expectation/ exceed expectation) to be given to Mr. Rhagav and why? 8
- b) Illustrate mechanism of Performance Management System for InfoTech Solution 8