# JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
## PGDM (G/SM/M)
### FOURTH TRIMESTER (Batch 2019-21)
### END-TERM EXAMINATIONS, SEPT, 2020
### Set-I

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

INSTRUCTIONS:
a. All questions are mandatory to answer.
b. Please write legibly and precisely with examples

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 in performance review for the employees and has hired you to help them develop such an effective performance review system so that it helps in Learning & development of employees. Management has decided to test the concept by using it as a developmental tool for Harry.

Q 1. Critique on the benefits and challenges in implementing performance review with an integrated 360-degree feedback method in the above scenario.          (10)

Anupriya Dubey, manager, HR, Semen Technologies, came to know in an HR forum she attended that competency mapping helps identify the success criteria required for individuals to be successful in their roles. She is now planning competency based performance management system for Semen Technologies.

Q2. Suggest her necessary inputs and activities required for implementing competency in performance management framework.                              **(10)**

**Case**
**Based on the case analysis, you are required to answer question 3 and question 4.**

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. The company's Global Delivery Model enabled it to develop software collaboratively in

different geographic locations. Project e-Trading entailed the creation of an e-commerce site for a US-based client.

In the beginning of the project the requirements were given to the Project Manager Ms. Neelima. The project started on March 12, 2013. There were two module leads and eight developers under Nair. Every Friday a call between the client and the Project Manager (PM) was scheduled to discuss the updates on the project. 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. Infotech Solution has a unique style of recruitment where it hired people in advance and kept them on bench. Sengupta replaced Neelima and took charge of the project on July I, 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. The quarterly review the senior manager 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 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. Arjun Gupta could not continue with this project as he was already dealing with another project and had brought this to the notice of the management. 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 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.

Q3. Outline suitable mechanism of Performance Management System of InfoTech Solution explaining its step wise implementation.                    (10)

Q4. Analyze and recommend the rating which should be given to Mr. Rhagav and why?
                                                                            (10)

Comments:

1. Font size and formatting to be corrected.
2. Space to be added between different paras in case
3. Bold lines in between should be normal.

Above 9 marks

31/12/2020

desired changes have implemented in by

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INSTRUCTIONS:

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Q1. You want to transition your organization's performance appraisal system in to performance management system. Write a memo to your supervisor describing the advantages of having a well-defined performance management system and role of standards, measures and objectives in effective implementation of PMS.                                                    (10)

Q2.  According to a study by one of the business advisory firms, only few companies had a balanced scorecard implementation that added value to their business. The primary reason for majority of companies not realizing the advantage of balanced scorecard is reported to be dominance of financial measures. Critically appraise reasons of dominance of financial measure and elaborate what can be other measures in the balanced scorecard which can facilitate effective PMS for a manufacturing unit in electronic business.                                          (10)

Q3. Outline the performance management framework based on the following job description and list of competencies for a software sales position and discuss who should rate the performance of this employee (supervisor, peers, customers, etc.) and why you choose each rater.       (10)

Job description (Software Sales position):  Responsible for selling company software programs to schools in designated districts.   Individuals are responsible for project 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 employees.  Finally, the salesperson is responsible for identifying and cultivating key relationships in his/her districts. Competencies (Software sales Position):

- Project Management: organizes and plans projects, completes in timely fashion, performs at a high quality level
- Sales Performance: total sales meet company standards, demonstrates aggressive but ethical sales practice
- New Clients: makes in-roads into school districts, schedules presentations to prospective clients, closes contracts

- Client Relationships: maintains effective client relationships, able to upgrade and deliver new services to clients, receives praise from clients

Q4. The Thames Building Society has a head office in Mumbai that contains the marketing, corporate planning, finance, IT, HR and legal functions. There is a well-established performance assessment scheme, which is in effect an updated management-by-objectives system: in other words, performance is judged against the achievement of objectives, which are quantified as far as possible. The head of HR believes that the scheme should be modified to cover the assessment of levels of competency as well as objectives.

Critique the benefits and challenges that might be met in introducing competencies into the system and steps for effective implementation of competency based PMS? (10)