

Jagan Institute of Management Studies
End-Term Examination, September, 2016
Trimester IV – PGDM 2015-17

Performance Management
ET_PG_PM_0110

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1 a)** You are hired as a Consultant by Pragati Foods Ltd. to design a performance appraisal tool for managing performance of their employees on quarterly basis. The company wants their performance ratings to be defined as: Exceptional, Above Expectations Meets Expectations, Needs Improvement. The Evaluations parameters identified are Performance Results, Cooperation/Team Work, Imitative, Organising & Planning, Communication, Supervision, and Interpersonal Skills. Design a format of Performance Appraisal and link it with performance incentives and individual employee development plan. **16**
- Q 2** The performance Management system in today’s competitive world has to go beyond measuring, rating and reviewing employees that acts as an enabler to unleash the potential of an employee to get the best out of them. How can organisations of today design and develop a performance management system that focuses on Employee potential? **12**
- Q 3** Many a time the bell curve is drawn and shown to the managers after their appraisal sessions and ratings are done, which in turn forces the manager to rework their ratings and feedback leading to an embarrassing situation of going back on their word and a loss of face. Would it be ideal if the managers are shown the bell curve for their teams in advance before they start their sessions? Elucidate the above statement with relevant example. **12**
- Q 4** A media company announced incentives such as Harley Davidson motorcycles, De Beers jewellery and Volkswagen cars for its top performers to achieve its over ambitious targets. The incentive program was designed to attract the best talent and thank them in advance for being a part of the difficult target the company has set for itself”. However, the incentive scheme was setup like a trap. Employees who opt for the incentives have to stay with the company for at least three

years. If they leave before the three-year period, then they will not be eligible for the incentives.

- a) Is it right on the part of the company to put a moratorium on an employee's stay in the organisation, especially if the company believes that it is hiring the right people?
- b) Comment on the creativity of the scheme and how can the company make it more lucrative?

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Q 5 Kirti is working with Saanjh Creations as Accounts Manager for the past 10 years. Last year she was involved in 85 client meetings, performed over 300 conference calls and meetings, participated in 11 projects and met so many people both internally and externally. She has been very active on social media and written few blogs and participated in online discussions in various forums and created digital footprints for the company. She spoke with her manager, Roshan, about 5 times in the year, 3 times on some client related issues and one time for mid-year review discussion. The company has no record of their discussions except the mid-year review. Kirti performed all of her work jointly with many others (some external to the company) on many different occasions.

Roshan is now requested by HR to prepare Kirti's annual review. He plans to contact four people as raters and use internal feedback tool based on 40 questions. How can Roshan collect the desired data? Under what circumstances will be the feedback inaccurate and disengaging?

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Q 6 After his performance review, Vineet was heard ranting about his performance assessment discussion with his colleagues, "*My manager didn't discuss anything and inspite of lot of requests didn't let me speak. I think he has already decided what my rating would be*". Sentiments such as these give rise to frustration and anger and are capable of converting the fastest running horse into a tardy one. Employees end up feeling dissatisfied after their performance assessment discussions because they assume that performance assessment is the manager's task and hence end up going to the discussion either under prepared or being complacent. Comment.

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Q 7 [Read the case and answer the questions given at the end.](#)

Handling Rajeev at Spectra

Spectra, a leading IT company, started its operations in India a few years ago. It is now aggressively looking to scale up its workforce.

As part of its effort to increase headcount, the firm is looking for the right mix of people. On the one hand, it needs a high number of entry-level software engineers, and on the other hand, it needs

employees with significant work experience to manage them. It has, thus started an employee referral programme to recruit lateral-entry candidates with work experience of more than 3 years.

Rajeev Saxena joined the company in January 2006 with more than 3 years of software development experience behind him. Rajeev was an engineer from a prestigious engineering institute in Delhi and had been the institute topper. He was also the recipient of the best employee award from his previous employer. He had previous experience in java programming for mobile devices.

At Spectra, he joined a small project team, headed by Rajesh, which also included an entry-level resource, Vikram, who had four months experience in working on the project. The project was on testing and fixing bugs in a module developed in java for a new data transfer algorithm for internal protocol.

Rajeev seemed aloof from the work he was assigned to right from his first day at work. He was hesitant about asking Vikram questions and clarifications about the project. Interaction with Vikram would have enabled him to come up to speed with the project work. However, when Vikram would explain some specific details about the project, Rajeev would often interrupt him, citing that he already knew the details. Both Vikram and Rajesh were MCA graduates from a private college in Andhra Pradesh. Hence, both of them had developed an inferiority complex and had great belief in the capabilities of Rajeev.

The time Rajeev was putting into the job was also not adequate. He would invariably turn up late to office, go for long coffee breaks, and leave early. He would often be seen by colleagues continuously talking on his cell phone while working. There were speculations that these conversations were unrelated to his work at spectra. All this was going unnoticed by the manager in charge, since Vikram compensated for Rajeev's work by putting in extra hours.

A month in the project, Rajeev's work was found to be much below satisfactory level, with elementary mistakes committed in the work that he delivered. He would often miss a lot of the components or details in the documents and the code that he delivered. The client was extremely disappointed with the careless errors that had been delaying the project and stretching the timelines. A lot of work also had to be redone because of the fundamental errors in the design documents prepared by Rajeev. Moreover, Vikram was having a tough time doing most of Rajeev's work apart from his own. The onus to do the rework had also been put on him by the manager, who now distrusted Rajeev's ability to work effectively and efficiently.

The head of the department ,Ms Kirti Mukherjee, on being notified of the progress of the project and on the complaints from the

client, organized a meeting to find a solution to the problem. During the meeting, Rajesh, in order to prevent creating a negative image of the team, stated that the project required more people with the requisite skill sets and that the current skill sets of the team members did not match the project.

After analysing the situation, Kirti decided to shuffle team members. She moved some senior programmers into the project and decided to move Rajeev to a new project. Kirti had to make the difficult decision of moving Rajeev to another project because there were no other projects that focused on mobile devices. A close competitor of Spectra was a pioneer in mobile devices and Spectra did not want to venture into mobile devices because of the high competition in the field. The company wanted to maintain its leadership position in Internet Technologies. Kirti decided to call a meeting with all the department heads and the HR manager to discuss the issue and find a suitable project for Rajeev.

The management decided to move Rajeev to a team that was working on wireless technologies. The team wanted to expand and was on the lookout for new members. Swapnil, a B.Tech graduate from IIT Delhi, headed the team. It consisted of members from NIT, IIT, and BITS, and the team was working on the latest wireless-technologies.

Rajeev was not given a mentorship role in the new team. He joined as a core member of the team and was happy with all members of the team and was happy with the egalitarian culture of the team. He could interact with all members of the team and participate as well as offer suggestions and advice. Rajeev's work required strict adherence to deadlines. Here, Rajeev reported better performance, though his performance relative to the team was low. However, he was recognized as an individual with a high potential. He seemed enthusiastic about taking suggestions from other team members and there was a marked improvement in his listening skills.

Questions:

- a) What was the impact of the first group on Rajeev's motivation and performance? Identify the factors attributing to low performance.
- b) Highlight the influence of the second group on Rajeev's performance. List out the factors contributing to high performance.
- c) Suggest distinct organisation level interventions to handle underperformers and HiPo employees.

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