

MBA-2 Sem.-4 & MBA-3 Sem.-6 Examination

HR - PM

Time : 2-30 Hours]

May-2025

[Max. Marks : 70

Q.1 i) Discuss the role of feedback in both counselling and coaching for performance improvement. What are the characteristics of effective feedback in these contexts? (7)

ii) Discuss the role of a manager as both a counsellor and a coach in improving employee performance. What skills are essential for a manager to effectively fulfil these dual roles? (7)

Q.2 Design a comprehensive performance management system for a project-based team. Outline the key components, including goal setting, feedback mechanisms, evaluation criteria, and how individual contributions to the team's success will be assessed. (14)

OR

Q.2 Explain the importance of a structured approach to conducting Performance Management and Development Reviews. Outline the typical stages of a review meeting and discuss the key objectives of each stage in fostering both performance improvement and employee development.

Q.3 During recent performance reviews, several managers have expressed concerns about the inconsistent application of performance standards across different teams. This has led to employee dissatisfaction and perceptions of unfairness. Explain why inconsistency in applying performance standards can be detrimental to an organization. Develop a plan to ensure greater consistency and fairness in the performance evaluation process. Your plan should include specific steps and the roles of HR and managers. (14)

OR

Q.3. Evaluate the role of feedback in the performance management process. Discuss the different types of feedback and explain best practices for delivering effective feedback that leads to employee development and performance improvement.

Q.4. Evaluate the claim that the time and resources invested in traditional performance management processes often outweigh the benefits they provide. What evidence supports this claim, and what are the potential consequences of an inefficient system? (14)

OR

Q.4 Explain the role of technology and data analytics in enhancing the scope and effectiveness of modern performance management systems. Provide examples of relevant tools and applications.

(P.T.O)

Q.5 Case Study

Introduction

Bharat Tech Solutions, a rapidly growing software development firm, specializes in providing cloud-based solutions to small and medium-sized enterprises (SMEs) across India. Since its inception five years ago, the company has seen impressive growth in both revenue and headcount. However, their current approach to performance management, which relies heavily on annual reviews and managers' subjective assessments, is struggling to keep pace with this expansion and is hindering the development of a strong performance-oriented culture.

The Challenge

Bharat Tech Solutions is encountering several key performance-related issues:

- **Lack of Clear Direction:** Employees often express confusion about how their individual contributions align with the company's broader strategic goals. There's a sense that goals lack specificity and aren't consistently communicated throughout the organization.
- **Subjective Evaluations:** Performance reviews are perceived as being too heavily influenced by individual manager biases, leading to inconsistencies and feelings of unfairness among the workforce. The absence of objective performance metrics is a significant concern.
- **Insufficient Feedback:** The annual review process is the primary, and often only, time employees receive feedback on their performance. This lack of regular guidance and coaching throughout the year limits their ability to improve and adapt to changing demands.
- **Limited Growth Opportunities:** The current system doesn't effectively identify employees' developmental needs or provide clear pathways for career advancement. Employees feel that their professional growth is not a priority.
- **Declining Motivation:** Employee morale and engagement are on the decline. Many employees feel that their hard work goes unrecognized and that the performance management system, as it stands, does little to support their improvement.

The Need for Change

Bharat Tech Solutions recognizes that a significant overhaul of its performance management system is essential to:

- Ensure that individual performance directly supports the company's strategic objectives.
- Provide employees with clear expectations and objective, actionable feedback.
- Cultivate a culture that values continuous improvement and employee development.
- Boost employee motivation and engagement levels.
- Sustain the company's growth trajectory and maintain its competitive edge in the market.

Proposed Solution

To address these issues, Bharat Tech Solutions is considering implementing a new performance management system with the following core components:

- **Focus on SMART Goals:** The company plans to implement a framework for setting goals that are Specific, Measurable, Achievable, Relevant, and Time-bound at every level of the organization.
- **Emphasis on Continuous Feedback:** The new system will prioritize ongoing feedback and coaching, with regular one-on-one meetings between managers and their team members.
- **Incorporating 360-Degree Feedback:** In addition to evaluations by managers, the company will gather feedback from peers, subordinates (where applicable), and even clients to provide a more well-rounded view of employee performance.
- **Competency-Based Assessments:** Performance evaluations will consider not only results achieved but also the demonstration of key competencies relevant to each role and the company's core values.
- **Individualized Development Plans:** The company will create personalized development plans for each employee, outlining their strengths, areas for development, and specific activities to support their growth.
- **Leveraging Performance Management Software:** Bharat Tech Solutions intends to invest in dedicated performance management software to automate and streamline the process, facilitate goal tracking, manage feedback, and generate performance reports.

Potential Implementation Hurdles

The implementation of this new performance management system may encounter the following challenges:

- **Manager Resistance:** Some managers may be resistant to the change, particularly due to the increased time commitment required for providing continuous feedback and coaching.
- **Employee Skepticism:** Employees, especially those who may have had negative experiences with previous performance management systems, might be wary of the new system.
- **Training Requirements:** Both managers and employees will need comprehensive training on the new system, including how to set SMART goals, provide and receive effective feedback, and utilize the performance management software.
- **Cultural Shift:** Transitioning to a culture of continuous feedback and development will necessitate a significant shift in the company's overall culture, which could take time and substantial effort.

Questions: (14 Marks)

Evaluate the proposed solution for Bharat Tech Solutions.

1. Assess the potential benefits and drawbacks of the proposed new performance management system. Identify and discuss the key challenges the company may face in implementing the new system.
2. Recommend specific strategies to mitigate these implementation challenges and ensure the successful adoption of the new performance management system.