

Seat No./Enrollment No.: _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 3 – EXAMINATION – SUMMER 2026

Subject Code: MB03092101

Date: 15/05/2026

Subject Name: PERFORMANCE MANAGEMENT

Time: 02:30 PM To 05:30 PM

Total Marks: 70

Instructions:

- 1. Attempt all questions.**
- 2. Make suitable assumptions wherever necessary.**
- 3. Figures to the right indicate full marks.**
- 4. Use of simple calculators and non programable scientific calculators are permitted**

Q.1 Definitions / terms / explanations / short questions based on concepts of theory/practical (Explanation of Terms /Concepts with Practical examples. (7 (Nos.), Each of 2 mark), No. Options, All 7 Questions must be Compulsory.) **14**

- (a)** Performance Planning
- (b)** Competency Mapping
- (c)** Balanced Scorecard
- (d)** Performance Agreement
- (e)** Assessment Centre
- (f)** Reward and Recognition
- (g)** Ethics in Performance Management

Q.2 **(a)** Discuss the recent developments in Performance Management and differentiate between Performance Management and Performance Appraisal. **07**
(b) Explain the Seven Sins of HR Professionals and their impact on organizational performance. **07**

OR

(b) Explain the Seven Rules of Excellence for HR Professionals with suitable examples. **07**

Q.3 **(a)** Explain Performance Counselling. What problems may arise in the absence of effective performance counselling? Illustrate with suitable examples. **07**
(b) Explain KPI and KRA with suitable examples and show how they are used in designing and measuring employee performance. **07**

OR

- (a) Explain the Performance Management Cycle in detail. 07
- (b) Analyze the strategic and effective roles of HR professionals in Performance Management. 07

Q.4

- (a) Design and explain the Performance Management System (PMS) of your organization. 07
- (b) Explain Performance Monitoring and describe the essential steps involved in the monitoring process. 07

OR

Q.4

- (a) Discuss the role of feedback in Performance Management and provide practical tips for delivering effective feedback to employees. 07
- (b) Explain the following methods of evaluating performance with suitable examples. 07
 - A- 360 Degree Appraisal
 - B- Competency Mapping

Q.5 CASE STUDY:

Infosys Limited and the AI-Driven Performance Transformation
 Infosys Limited is redesigning its Performance Management System to align employee performance with business outcomes in the era of artificial intelligence, cloud computing, and digital transformation. The company has employees working across multiple countries and functions, including software development, consulting, project management, cybersecurity, and client support.

In recent years, Infosys has observed that the traditional annual appraisal system is no longer adequate. Employees often work on multiple projects simultaneously, collaborate virtually with global teams, and contribute through innovation, knowledge sharing, and customer relationship building. Many of these contributions are not fully captured by conventional performance metrics. Employees also expect continuous feedback, transparent career progression, and personalized development opportunities. To address these challenges, Infosys plans to launch Project Elevate, an integrated performance management system that combines KPI/KRA-based goal setting, Balanced Scorecard metrics, 360-degree feedback, competency mapping, assessment centres, AI-driven performance analytics, and performance-linked rewards. The proposed system will assess employees on business impact, customer value creation, innovation, collaboration, leadership potential, and learning agility. However, several concerns have emerged. Employees worry that AI-based analytics may lead to privacy and bias issues. Managers are uncertain about their ability to provide regular coaching and developmental feedback. Business heads want strong linkage between ratings and compensation, while HR leaders emphasize fairness, growth, and employee engagement. The Chief Human Resources Officer (CHRO) has formed a cross-functional task force to design and pilot the new system across selected business units.

Questions

- (a) Analyse the strategic and ethical challenges Infosys may face while implementing Project Elevate. 07

- (b) Evaluate the usefulness of integrating KPI/KRA, Balanced Scorecard, and 360-degree feedback into a unified performance management system. **07**

OR

Q.5

- (a) Design an Assessment Centre exercise to identify future global leaders at Infosys. **07**
- (b) Suggest measurable indicators that can be used to assess the long-term success of Project Elevate. **07**

Enrollment No./Seat No.:

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER - III EXAMINATION - WINTER 2025

Subject Code: MB03092101

Date: 19-12-2025

Subject Name: Performance Management

Time: 10:30 AM TO 01:30 PM

Total Marks: 70

Instructions

- 1. Attempt all questions.**
- 2. Make suitable assumptions wherever necessary.**
- 3. Figures to the right indicate full marks.**
- 4. USE of SIMPLE calculators AND non-programmable scientific calculators are permitted.**

	Marks
Q.1 ALL 7 Questions must be Compulsory.	14
(a) Performance Prism	
(b) Spillover Effect	
(c) KRA Vs KPI	
(d) Mentor and Protege`	
(e) 20:80 Rule	
(f) Annual Stocktaking	
(g) Moral Mazes	
Q.2 (a) Discuss recent developments in performance management and explain the key determinants of job performance in an organization.	07
(b) Explain the strategies for implementing ethical performance management in an organization and what potential ethical issues may arise in an organization.	07
OR	
(b) How can HR professionals achieve excellence in their role, and what are the core principles to follow?	07
Q.3 (a) Explain performance counseling. What problems could occur in the absence of performance counseling? Illustrate your answer with suitable industry examples.	07
(b) what are the different approaches to performance appraisal? Explain any two in detail with suitable example.	07
OR	
(a) Discuss the DSMC/ATI model of performance improvement with suitable illustration.	07
(b) Enlist the effective and strategic roles for HR professionals for making a decisive impact on organization's bottom line.	07
Q.4 (a) Design and explain the PMS of your organization.	07

- (b) Discuss the critical KPAs for an HR Manager, focusing on talent acquisition, development and employee engagement. 07

OR

- (a) Explain Competency Mapping and Competency Modelling. Design a competency mapping process for your organization. 07
- (b) Discuss the role of feedback in performance management and provide practical tips for delivering effective feedback to employees. 07

Q.5

Bharat Heavy Electricals Limited (BHEL), a leading Indian state-owned manufacturing company in the heavy electrical equipment industry, aims to implement an Assessment Center to identify and develop future leaders for its global operations. BHEL operates in a highly competitive industry with projects spanning power generation, transmission, and distribution. With a large workforce and diverse operations, BHEL recognizes the need to develop its leadership pipeline to drive business growth and sustainability. The Assessment Center aims to Identify high-potential employees for leadership development programs, Evaluate participants' technical, business, and leadership skills and provide feedback for individual development and succession planning. The Assessment Center will consist of Group Discussions, Case studies on industry trends and challenges, Role-Plays, business problem-solving exercises and Presentations etc.. High-performing employees from various departments, including engineering, manufacturing, and project management, will participate in the Assessment Center. The assessment panel will consist of senior managers and HR professionals with expertise in leadership development and assessment.

- (a) What are the key challenges BHEL might face in implementing an Assessment Center, and how can they be addressed to ensure the initiative's success? 07
- (b) What competencies should the assessment panel focus on while evaluating participants' performance, and how can these competencies be measured objectively? 07

OR

- (a) How can BHEL ensure the effectiveness and sustainability of the Assessment Center process, and what metrics can be used to evaluate its impact on leadership development and business outcomes? 07
- (b) Design a specific Assessment Center exercise to evaluate participants' leadership skills in a multicultural and global business context. 07
