

Gandhi Institute of Engineering and Technology University, Odisha, Gunupur (GIET University)

B.B.A. (Sixth Semester - Regular) Examinations, April – 2026

23BBAPC36006 – Performance Management



Time: 2 hrs

Maximum: 60 Marks

(The figures in the right hand margin indicate marks.)

PART – A

(2 x 10 = 20 Marks)

Q.1. Answer **ALL** questions

	CO #	Blooms Level
a. Define performance management.	CO1	K2
b. Mention any two factors affecting performance management.	CO1	K2
c. Differentiate between corporate and individual goal setting.	CO2	K2
d. Point out the aspects of performance planning.	CO2	K2
e. Why should organisation set performance standards.	CO3	K2
f. What are the methods of performance measurement/assessment.	CO3	K2
g. Define 'Valence' as used in Performance Management.	CO4	K2
h. State any two elements of Expectancy Theory.	CO4	K2
i. Define 420-degree appraisal.	CO5	K2
j. Name any two modern methods of performance appraisal.	CO5	K2

PART – B

(8 x 5 = 40 Marks)

Answer **all** the questions

	Marks	CO #	Blooms Level
2. a. Analyze the prerequisites required for implementing an effective performance management system.	8	CO1	K4
(OR)			
b. A company is facing declining employee productivity despite good salaries. Analyze how performance management concepts can address this issue.	8	CO1	K4
3.a. Discuss Goal Setting Theory and its relevance in performance management.	8	CO2	K2
(OR)			
b. Analyse Expectancy Theory and its application in improving employee performance but employees feel it is unfair. Examine possible reasons and suggest improvements.	8	CO2	K4
4.a. Discuss the need for performance standards and their role in performance measurement.	8	CO3	K3
(OR)			
b. A manager fails to properly review employee performance, resulting in dissatisfaction. Analyze the situation and recommend solutions.	8	CO3	K4
5.a. Assess how performance appraisal contributes to employee motivation and career growth in modern organizations.	8	CO4	K3
(OR)			
b. Describe the performance review process. What are the common challenges and how can they be overcome?	4	CO5	K3
c. What is the role of performance measurement in employee development?	4	CO5	K2
(OR)			
6.a. Explain the relationship between Performance Management and Performance Appraisal. How do they complement each other?	8	CO5	K3

(OR)

b. Case Study: Bias in Performance Appraisal

8 CO5 K4

ABC Ltd., a mid-sized manufacturing company, recently introduced a performance appraisal system to evaluate employee performance and link it with promotions and salary increments. The system included self-appraisal, manager evaluation, and peer feedback.

After the first appraisal cycle, many employees expressed dissatisfaction. Several high-performing employees received average ratings, while a few average performers were rated highly. Employees felt that personal favoritism and lack of clear performance standards influenced the ratings.

One employee, Ravi, consistently met his targets and contributed innovative ideas, but his manager rated him as “average,” citing vague reasons like “lack of team spirit.” On the other hand, another employee, Suresh, who had closer personal relations with the manager, received a higher rating despite lower performance.

The HR department noticed an increase in employee complaints, reduced morale, and a decline in productivity. Some employees even considered leaving the organization.

To address the issue, management is now considering revising the appraisal system and introducing more transparency and fairness.

Questions for Analysis (Answer any four)

1. Identify the key problems in the appraisal system of ABC Ltd.
2. Analyze the reasons behind bias in performance appraisal.
3. Evaluate the impact of unfair appraisal on employees and the organization.
4. Suggest measures to improve the fairness and effectiveness of the appraisal system.
5. Recommend how techniques like 360-degree appraisal can help in this situation.

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