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

M.B.A. (Fourth Semester) Regular Examinations, April - 2026

23MBAHR24031 - Performance Management System

(HR)



Time: 3 hrs

Maximum: 60 Marks

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

PART – A

(2 x 5 = 10 Marks)

Q.1. Answer **ALL** questions

	CO #	Blooms Level
a. Define Performance Management.	CO1	K1
b. Write a note on conceptual model of PMS?	CO2	K2
c. List any two objectives of Performance Planning.	CO3	K1
d. Find out the ethical issues in Performance Appraisal?	CO4	K2
e. State the role of Integrated Performance Management in modern scenario?	CO5	K2

PART – B

(10 x 5 = 50 Marks)

Answer **all the** questions

	Marks	CO #	Blooms Level
2. a. Describe the concept of performance management.	5	CO1	K2
b. Discuss the various characteristics of PM.	5	CO1	K2
OR			
c. Case study-	10	CO1	K4

Alpha Tech, a mid-sized IT company, has been facing declining employee productivity and engagement over the past two years. Despite having skilled employees, the company lacks a structured performance management system. Managers provide feedback only during annual reviews, and employees often feel unclear about their roles and expectations. The HR department has noticed that employees are demotivated due to inconsistent feedback and lack of recognition. Additionally, there is no alignment between individual goals and organizational objectives. Departments work in silos, leading to duplication of efforts and conflicts. Top management now wants to introduce a formal performance management framework but is unsure about where to begin.

Questions

1. Identify the key problems in Alpha Tech's performance management approach.			
2. Explain how lack of clarity in objectives affects employee performance.			
3. What are the essential characteristics of an effective performance management system?			
4. How can HR professionals improve alignment between individual and organizational goals?			
5. Suggest measures to build a strong performance-driven culture.			
3. a. Discuss the objective of performance management system.	5	CO1	K2
b. How PAS differs from PMS?	5	CO1	K2
OR			
c. Evaluate the role of motivational theories like Goal setting and Expectancy Theory in PMS design.	5	CO2	K3

d.	Discuss the Vroom's expectancy theory with advantages and disadvantages.	5	CO2	K2
4. a.	Critically evaluate the role of Performance planning in improving employee productivity.	5	CO3	K3
b.	Describe various methodologies of Performance Planning.	5	CO3	K2
OR				
c.	Examine how organisations can overcome from the barriers in Performance planning using strategic HR practices.	10	CO3	K2
5. a.	Explain the process of Performance Appraisal in detail.	5	CO4	K2
b.	Design a Performance Appraisal system for a large organisation with justification.	5	CO4	K3
OR				
c.	Critically evaluate the Traditional vs. Modern performance Appraisal methods.	10	CO4	K3
6. a.	Evaluate how Performance Audits contribute organisational efficiency and accountability.	5	CO5	K3
b.	Explain the role of documentation in Performance Management.	5	CO5	K2
OR				
c.	Case study- Logi Track, a logistics company, has been facing operational inefficiencies. Although performance goals are set, there is no continuous monitoring system in place. Managers do not track employee performance regularly, and issues are only addressed during annual reviews. Documentation is poor, and there is no audit of performance data. As a result, mistakes are repeated, and high-performing employees are not recognized. The company now wants to implement a continuous performance monitoring system.	10	CO5	K4

Questions

1. What are the consequences of poor performance monitoring in Logi Track?
2. Explain the importance of continuous performance monitoring?
3. How can documentation improve performance management?
4. What is the role of performance audits in this case?
5. Suggest a system for effective performance monitoring and high-performance team building?

End of Paper