

INDIRA UNIVERSITY, PUNE

SCHOOL OF BUSINESS- MBA

Term End Examination (2025 Pattern) April- May – 2026- Semester – II

Course Name: Performance Management System
Course Code: 25MBA264

Max. Marks: 25
Time: 1:30 Hrs.

Instructions

- All questions are compulsory. Kindly read the detailed instructions for each question.
- Question 1,2 & 3 carry 5 marks each.
- Question 4 carries 10 marks.

Q1.	Attempt any 1 out of 2 Questions: a) A startup organization has already collected competency mapping data like skills, knowledge, and abilities for its employees. However, this data is not being effectively used in job design or performance improvement. As a HR manager, how you would apply competency modelling to redesign employee roles, so that the startup can improve individual performance and overall organizational effectiveness. b) A retail chain is facing high employee turnover, particularly among sales staff. They are assigned multiple tasks such as sales, billing and inventory management without clear priorities. Many employees leave the organization within a few months due to unclear job roles with expectations and lack of standardized performance evaluations, leading to dissatisfaction and low motivation among employees. Apply structured KRAs and KPIs to improve job role clarity, performance and employee retention.	(5 Marks)	CO3
Q2.	Attempt any 1 out of 2 Questions: a) An organization has introduced a Performance Management System (PMS) but employees are not actively participating in it. Analyse the possible reasons behind this lack of involvement and explain how it impacts on employee performance as well as overall organizational effectiveness b) Amazon has faced significant, well-documented challenges with its technology-driven Performance Management Systems (PMS), which rely heavily on AI, data analytics, and continuous surveillance to maximize workforce efficiency. Analyse whether the use of technology in performance management makes the system more effective or more complex.	(5 Marks)	CO4

Q.3	Attempt any 1 out of 2 Questions: (5 Marks) a) A sales-driven organization links employee performance ratings directly to rewards like bonuses and incentives. While this boosts competition, employees tend to focus on short-term targets, neglect long-term development, and perceive the system as unfair due to external factors affecting performance. Management now seeks to evaluate whether this approach effectively drives motivation, ensures fairness, and supports sustainable performance. b) A hospitality organization uses different appraisal methods but faces inconsistency in performance evaluations. The organization facing achieving accurate performance evaluation outcomes. As head of HR department, evaluate the reasons for this inconsistency by: a) Identifying key PMS components b) Explaining the causes of inconsistency.	CO5
Q.4	Attempt both the subquestions given. Hybrid Work and Remote Performance Challenges ABC Services operates under a hybrid work model, wherein employees divide their time between remote work and office attendance. While this model has enhanced flexibility and employee satisfaction, it has also introduced significant challenges in performance management. The organization heavily relies on Key Performance Indicators (KPIs) to evaluate employee performance; however, managers encounter difficulties in accurately assessing productivity, collaboration, and engagement in remote settings. A primary concern expressed by employees is the lack of visibility of their work. Remote employees perceive that their efforts often go unnoticed compared to those working in the office, leading to dissatisfaction and a perception of inequitable performance evaluations. This has adversely affected morale and diminished motivation among team members. Managers also face challenges in monitoring team collaboration and ensuring accountability, particularly when communication is predominantly virtual. Furthermore, the absence of structured real-time feedback mechanisms has resulted in delayed performance corrections. Most feedback is informal and inconsistent, further undermining the effectiveness of the performance management system. Communication gaps between team members and supervisors have also negatively impacted coordination and overall team performance. In recognition of these issues, ABC Services is exploring strategies to redesign its Performance Management System (PMS) to accommodate the hybrid work environment. The organization aims to integrate digital tools, real-time performance tracking, and flexible performance metrics that capture both qualitative and quantitative aspects of employee contributions. It also seeks to ensure fairness, transparency, and continuous engagement among both remote and in-office employees.	CO6

	The management suggests that a well-designed hybrid-friendly PMS can bridge the gap between remote and office-based performance evaluation while fostering trust, collaboration, and productivity. Questions: (a) Develop a hybrid-friendly PMS framework that ensures (5 Marks) 1. Performance Measurement Criteria 2. Use of Technology & Tracking Tools 3. Fair and transparent performance evaluation 4. Continuous Feedback System (b) Design a technology-enabled system for continuous feedback, monitoring, and employee engagement in remote settings. (5 Marks)	
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