



DELHI SCHOOL OF BUSINESS
By Vivekananda Institute of Professional Studies - TC

Delhi School of Business
PGDM Program
TERM – VI (Batch: 2023-25)
END-TERM EXAMINATIONS
APRIL 2025

Course Name	Performance and Learning Management & Development and Mentoring	Course Code	
Duration	3 Hours	Max. Marks	60

Instructions:

1. Read all the questions carefully and answer all the questions compulsory
2. Answer the questions in the given order.

PART-A

(Application based questions) (8X3=24 Marks)

1. Identify the Key Performance Areas for the following roles **(8 Marks, CO1)**
 - a. Bio medical engineer
 - b. Hotel manager
 - c. Chief financial officer
 - d. Quality control inspector
2. Mr.Vasanth is a software manager of Piush Software Solutions, Delhi. There were 227 techies working under him. All are well trained up with the latest software techniques. But he came to know that AI (Artificial Intelligence) and ML (Machine Language) are the leading software technologies. So, Vasanth want to implement this software in this organisation. But he identified that 85% of employees does not have knowledge on it. So, he decided to train them. As a HR Manager of the company, help him in explaining designing the training process with your best ideas. **(8 Marks, CO 5)**
3. Dinesh, a machine operator, worked as a mechanist for Ganesh, the supervisor. Ganesh told Dinesh to pick up some trash that had fallen from Dinesh's work area, and Dinesh replied, "I won't do the janitor's work". Ganesh replied, "when you drop it, you pick it up". Dinesh became angry and abusive, calling Ganesh a number of names in a loud voice and refusing to pick up the trash. All employee in the department heard Dinesh's comments.

How would you rate Dinesh behaviour? What method of appraisal would you use? Why? Imagine if you are Dinesh, how would you build opinion on Ganesh about this? **(8 Marks, CO 2)**

PART-B

(Knowledge based questions) (4X4=16 Marks)

4. "Career Management does not end with successfully finding a new position whether as CEO or Graduate Trainee." Explain the statement with career management process. **(4 Marks, CO 5)**
5. Explain the following methods of training
 - A web-based platform to deliver live instructor-led training to geographically dispersed learners
 - Trainees are exposed to different jobs, functions, and areas in an organisation **(4 Marks, CO 5)**



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6. “Young people to share their concerns and get both moral support and guidance for their development need mentoring.” Define with the process of mentoring **(4 Marks, CO 3)**
7. Organisations like Nutrien design training programs with strategies to facilitate trainee’s application of training on the job so that training will “stick” which is known as transfer of training. What are the various types of transfer of training that Nutrien can apply? **(4 Marks, CO 4)**

PART-C

(Analysis based questions) (10X2=20 Marks)

GREEN-VALLEY MEGASTORES

On March 31, 2008, Ms. Ritu Chawla, the head of HR department of Green-Valley Megastores looked back with mixed feelings as the month came to an end. She had been through a grueling (tired) period of performance appraisal for the employees of the Green-Valley Megastores. The job entailed sending HR Managers to different stores for appraising employees along with co-ordination of related logistics. The employees included those located at the headquarters in Gurgaon and those who were spread over 15 stores located in different parts of the country. While that job was completed successfully, she was not prepared for the complaints that had started pouring in from different store-in-charges.

Green-Valley Megastores

Green-Valley Megastores was a part of a large business group having investments in diverse businesses like pharmaceuticals, luxury hotels, textile manufacturing and exports, and food processing. The mega-stores were aimed at giving the customers a truly international shopping experience a one stop destination where entire families could enjoy a day together-watching movies, shopping, eating out, and playing games in an unmatched ambience. This concept of shopping-cum-entertainment had paralleled the growth of shopping malls in India. Today, the customers who did not prefer to just watch movies at the old-fashioned movie halls had the option of going into multiplexes which offered more than one movie show at a single time, along with the option of spending time at multiple shops or restaurants at the same time within the same complex. This was designed so that the customer need not travel from place to place in search of different products, but could have it at one place. With this, the businesses tried to replicate the weekend holiday concept of the West where an entire family could spend a day out engaging itself in watching movies, shopping, and eating out.

To further this aim, Green-Valley Megastores had invested in multiplexes with floor space varying from 20,000 square feet to 40,000 square feet in prime locations in different cities. The shop-space was then leased out to different brands-who would sell their products within the multiplex. Thus, there was a wide variety of products in a single multiplex-ranging from dress material (which itself had different varieties of ethnic wear, western wear, leather accessories, sunglasses, fine jewellery, and sarees) to shoes, electronics, toys, groceries and foodstuff, etc. In terms of product offering, these shops within Green-Valley offered a wide choice to their customers.

Green-Valley not only offered the finest brands available in India, but it also offered a world-class ambience and service, with the widest choice. A customer could browse through the offerings to their hearts content without any pressure of buying through serene ambience in the classy glass and marble interiors designed by international architects. There was enough space for them to rest, take a break, have refreshments while shopping, and then continue again.

Staff at Green-Valley

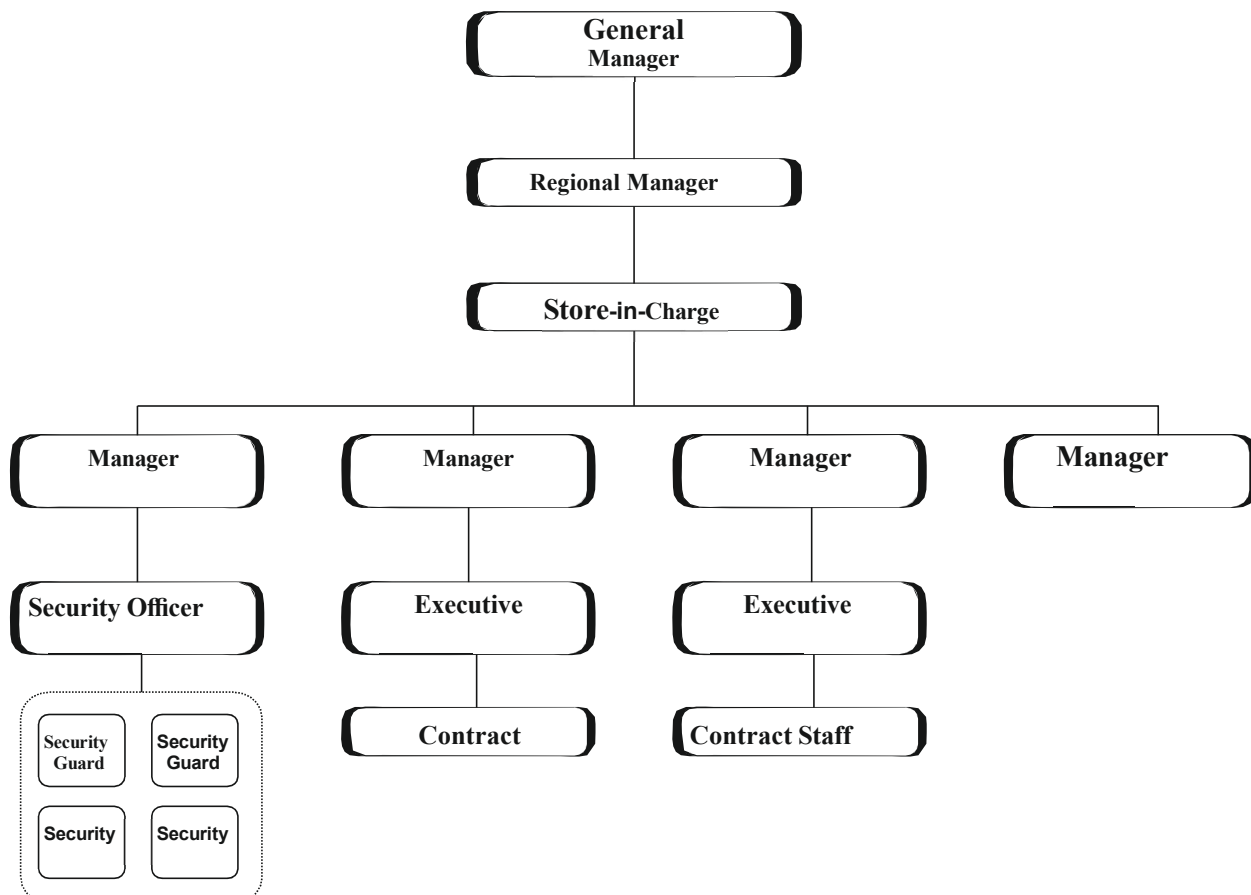
While the shops within each Green-Valley Store had their own staff, Green-Valley maintained its own staff to take care of housekeeping (cleanliness of public space like lobbies, staircases, etc.) manage the car park, and provide security services.

The staff at Green-Valley was trained to be unobtrusive; they were supposed to be present and vigilant at all times and respond to a specific customer request only when the customer required, they were there to help one make a choice or serve quietly and efficiently. With constant in-depth training, the Green-Valley staff was required to offer service to all customers with a positive attitude, pleasant disposition, and good communication skills.

Organizational Structure

Each Green-Valley store was managed by a store-in-charge who was supported by four managers. The different managers took care of security, housekeeping, services, and accounts. The staff strength for security, housekeeping, and services varied from store to store based on the requirements. While the housekeeping took care of the general cleanliness of the stores, services department took care of the maintenance of the lifts, electrical equipment, fire-fighting equipment, etc. Both the housekeeping department and the services department relied on contractual staff instead of permanent employees. See Figure C6.2 for the organizational structure.

Organizational Structure in Green Valley Megastore



Performance Appraisal for Megastores' Employees

Performance appraisal for the store employees was carried out on an annual basis. Each of the

employees were evaluated by their superior (refer to above Figure). The store-in-charges of different stores were evaluated by the Regional Managers. The Regional Managers were in turn appraised by the General Manager (Operations) who was located at headquarters. The regional managers had targets in terms of business development-getting new customers for floor space in the mega-stores. They had to achieve the targets in terms of lease rent from the stores in their regions.

For the store-in-charges the nature of job was more of managing the facility for their customers. Each store had two categories of customers- the tenants and the shoppers. It was the responsibility of the store-in-charge of a mega-store to ensure highest quality of service to both the categories.

Performance Appraisal Process

Only those employees who had completed a year in the organization were eligible for performance appraisal. There was no appraisal for the contractual staff or part-time employees. The appraisal process was carried out for all the eligible employees simultaneously in the February to March period. The appraisal process was initiated by a meeting conducted by the Store-in-charge. It was mandatory for all eligible employees to attend the meeting. During the meeting, the appraisal process was formally announced and eligible employees were informed individually about the date of his/her performance appraisal.

The employees were asked to be prepared for any sort of situations or questions during the appraisal. As an important step of their career, employees took the appraisal interview seriously.

Stage 1: Self Appraisal

This was the first step in the appraisal process at Green-Valley, where an employee had to rate himself from I-6 where I was the lowest and 6 the highest grade. The employee was handed over a form with five parameters (refer to Table C6.2). The parameters were based on the important aspects of his/her responsibility in Green- Valley and had different weights. The employee had to grade himself/herself on those parameters.

Stage 2: Assessment by Appraisal Committee

The appraisal interviews were carried out by an Appraisal Committee that was formed for each store. The members in that committee were the Store-in-charge and two HR managers from the headquarters. The committee would carry out interviews of the employees and, based on the interviews, give their assessment of performance. On a single day nearly 4-5 employees were appraised.

The committee would start the interview using self-assessment as the basis, probing reasons why a particular employee had rated himself 6. In most cases employees used to rate themselves on the higher side typically either 5 or 6. For each of the parameters, the appraisal committee had a set of questions which would examine the employee. For example, reliability would be probed with questions like:

1. Where were you when so and so incident took place in the store?
2. If a customer has forgotten her purchases in the lobby— how would you locate the customer to give it back to her?

The appraisal committee would make its own assessment and give marks on the 1 to 6 scale. See table C6.2.



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Table C6.2 *Performance Assessment Form*

Name: _____ Store Location: _____

S. No.	Performance dimensions	Weights (in %) <i>W</i>	Self-rating	Committee rating	<i>W x R</i>
1.	Customer focus	20			
2.	Task Focus	15			
3.	Upkeep of Uniform and self	15			
4.	Discipline and attendance	10			
5.	Honesty and integrity	10			
6.	Communication	10			
7.	Initiative	10			
8.	Reliability	10			

Total raw score: Total of W x R

100

Additional achievements by the
 Comments by the appraisal
 committee: Signature of the
 committee members: Final score:

Signature of employee:

The marks were used to derive the grades. The grading was done as per the scheme depicted in Table C6.3.

Table C6.3 *Grading Scheme*

Marks cut-off	Rating
> 5.5	Outstanding
5 - 5.5	Very Good
4.5 - 5	Good
4 - 4.5	Adequate
< 4	Poor

Initially the grades obtained by each employee as decided by the committee were announced to the employees at the end of the process at the store level. However, after the first year of appraisal it was observed that the appraisal committee was rating everyone on the high side and, therefore, it was



decided that a normalization committee would look at the marks in the head office. From 2008 onwards, normalization committees at head office would normalize the marks for employees holding comparable positions across all stores so that the following distribution was enforced for each level of employees. Table C6.4 links the rewards in terms of pay hike with the grades awarded.

Table C6.4 Salary Hike in Terms of Awarded Grade

Grade	Percentage of employees	Salary hike (Percentage)
Outstanding	10	15
Very Good	15	12
Good	25	10
Adequate	40	8
Poor	10	Nil

After the data from different stores were pooled in at the headquarters, it was normalized and the normalized grades were communicated to the store-in-charge who would communicate it to the concerned employees.

Promotions were open to only those who were graded outstanding for three consecutive years. Others were not eligible for promotion. Employees rated poor were not given any salary hike. If employee received a rating of poor for two consecutive years, he/she was asked to leave.

Problems and Headaches

This year it took nearly two months for the HR department to complete the whole process of performance appraisal of all employees right from the Store-in-charge to the Executives. As soon as the grades were announced, many of those rated 'Poor' looked for opportunities outside. The boon in retail industry and of the service industry in particular ensured that they could easily find employment outside.

Those rated average made it clear to the Store-in-charges that they were unhappy with their rating. The situation deteriorated to such an extent that employees who obtained the rating of 'Outstanding' got the nickname of 'Mr. Outstanding' by their colleagues. Other employees would sarcastically call them and when something critical was to be got done, employees would refuse, saying that Mr. Outstanding was supposed to do so and so job.

As the HR department at headquarters was getting information of employees leaving, they were also getting requests from Store-in-charges for recruiting replacements or else the service would suffer.

Dilemma Faced by Ms. Ritu Chawla

The performance management system was designed by Ms. Ritu Chawla and she took a great pride in it. As she looked at the complaints from the Store-in-charges, she wondered where she had gone wrong.

Answer the following questions

1. What are the problems this organization is facing? How much of those problems are due to the existing performance management system? **(10 Marks, CO 1)**
2. Is the performance management system flawed in its entirety? Or are there certain advantages or pluses in the current system? **(10 Marks, CO 3)**