



BRAINWARE UNIVERSITY

Term End Examination 2023-2024

Programme – MBA-2021

Course Name – Performance Management System

Course Code - HR304

(Semester III)

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Brainware University
Barasat, Kolkata -700125

Full Marks : 60

Time : 2:30 Hours

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group-A

(Multiple Choice Type Question)

1 x 15=15

1. Choose the correct alternative from the following :
 - (i) Performance management differs from Performance appraisal in terms of
 - a) approach
 - b) focus
 - c) prospects
 - d) all of these
 - (ii) Identify _____ is NOT a component of Contextual Factor of performance
 - a) Organizational Culture
 - b) Employee Relations
 - c) Structure
 - d) Work Effort
 - (iii) The focus on expected results of an employee will be defined within the framework of
 - a) organizational function
 - b) role profile
 - c) organizational goal
 - d) all of these
 - (iv) Manager's involvement in helping employees set goals in providing a _____ . Correlate and answer from the following options.
 - a) direction
 - b) support
 - c) initiative
 - d) all of these
 - (v) Difficult performance management conversations focus on three main objectives. Select the items that does NOT belong.
 - a) To correct performance, not to punish the performer
 - b) To protect the employees' rights
 - c) To protect you and the organization
 - d) To project manpower needs for the coming year
 - (vi) The Performance Appraisal measurement method by which behavior of employees are assessed instead of all other characteristics is classified as _____.
 - a) behavioral rating approach
 - b) management by objectives
 - c) combination method
 - d) critical incident method
 - (vii) Benchmarks of job performances are considered as
 - a) Subjective standards
 - b) Criterion Standard
 - c) Performance Standard
 - d) Appraisal Standard

- (viii) Aligning and evaluating employee's performance with company's set goals known as
- performance alignment
 - performance management
 - performance control
 - performance design
- (ix) Identify an alternate term used for performance appraisal as
- Quality and quantity of output
 - Job knowledge
 - Employee assessment
 - None of these
- (x) Successful defenders recognises performance appraisal for identifying _____.
- Staffing needs
 - Job behaviour
 - Training needs
 - None of these
- (xi) Select which of these is an issue while designing an appraisal programme?
- Quality
 - What methods of appraisal are to be used
 - Quantity
 - Cost of effectiveness
- (xii) identify factors that lower the accuracy rate of the rater?
- The rater is aware of personal biases and is willing to take action to minimise their effect
 - Performance factors are properly defined
 - The rater has documented behaviours to improve the recall
 - The rater is unable to express himself or herself honestly and unambiguously
- (xiii) Examine which of the following option is a component of remuneration?
- Fringe Benefits
 - Commitment
 - External equity
 - Motivation
- (xiv) Recognise that 'Performance management' is always.....
- performance oriented
 - goal oriented
 - revenue oriented
 - profit oriented
- (xv) Institute of Personnel Management (1992) explained performance management system as
- It conducts a formal review of progress towards these targets.
 - It uses the review process to identify training, development and reward outcomes
 - It expresses performance targets in terms of measurable outputs, accountabilities and training/learning targets
 - All of these

Group-B

(Short Answer Type Questions)

3 x 5=15

- "Human Resource Accounting is effective tool to assess HR in organisation" -Justify (3)
- Explain Contrast Error with example (3)
- Explain performance management system model (3)
- Illustrate the concept of 5S. (3)
- Explain performance counselling? (3)

OR

"Performance management a continuous process" - Appraise (3)

Group-C

(Long Answer Type Questions)

5 x 6=30

- Some of the so called modern industries still follow traditional techniques of performance appraisal. Do you agree? If yes, defend your argument with reasoning. (5)
- Categorise plan for a post appraisal interview with an employee who has performed poorly. (5)
- "To some extent can appraisal problems be minimised through computerisation and by taking adequate precautions" - Analyse (5)

10. Compare three approaches of performance appraisal details. (5)
11. Describe how PMS can be helpful to attain the goal of other functions of HR (5)
12. Explain pros and cons of using different potential raters to appraise a person's performance. (5)

OR

critically analyse errors raters make when doing an employees' performance appraisal? (5)

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