

Registration No :

1 8 0 6 2 5 8 1 4 7

Total Number of Pages : 02

MBA  
18MBA304C

3<sup>rd</sup> Semester Regular Examination 2019-20  
PERFORMANCE MANAGEMENT SYSTEM

BRANCH : MBA

Max Marks : 100

Time : 3 Hours

Q.CODE : HR977

Answer Question No.1 (Part-1) which is compulsory, any EIGHT from Part-II and any TWO from Part-III.

The figures in the right hand margin indicate marks.

Part- I

Q1 Only Short Answer Type Questions (Answer All-10)

(2 x 10)

- a) Write two purposes of performance appraisal?
- b) Why is post performance interview important?
- c) What is BARS?
- d) What is "Do only for what you get paid for" syndrome?
- e) Write 2 KPIs of a sales man.
- f) State the principles of performance counselling.
- g) What is the role of assessment center in performance management?
- h) What are the benefits of performance management?
- i) State two HR interventions to improve employees' performance.
- j) If you conduct research to obtain data relating to employee performance, what instruments will you use?

Part- II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- a) Distinguish between performance appraisal and performance management.
- b) Distinguish between coaching and counselling.
- c) Explain the pros and cons of 360 Degree Feedback.
- d) Explain MBO process.
- e) Explain EFQM excellence model.
- f) Explain Balance Scorecard.
- g) Explain various types of pay-for- performance plans.
- h) Explain the implications of performance management.
- i) Explain various components of sound reward system.
- j) Explain briefly performance management process.
- k) "It's not just appraising; it's all about performing." Justify
- l) Elucidate the process of managing employees' performance.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** Describe various types of errors happen to occur during performance appraisal and suggest the measures to minimize such errors. (16)
- Q4** "Linking reward to employee performance is often debatable." Evaluate the statement in the light of merit vs seniority base promotion. (16)
- Q5** Evaluate the merits and limitations of traditional and modern methods of performance appraisal. (16)
- Q6** "There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it." Put your arguments. (16)

Registration No :

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Total Number of Pages : 01

**MBA**  
**15MNG307C**

**3<sup>rd</sup> Semester Regular/Back Examination 2018-19**  
**PERFORMANCE MANAGEMENT (PM)**

**BRANCH : MBA**

**Time : 3 Hours**

**Max Marks : 100**

**Q.CODE : E581**

**Answer Question No.1 (Part-1) which is compulsory, any EIGHT from Part-II and any TWO from Part-III.**

**The figures in the right hand margin indicate marks.**

- Part-I**
- Q1 Short Answer Type Questions (Answer All-10) (2 x 10)**
- a) Define reward.
  - b) Explain "Do only what you get paid for" Syndrome?
  - c) What do you mean by performance coaching?
  - d) What is Potential appraisal?
  - e) What do you mean by competency gap?
  - f) Define KPA?
  - g) State the limitation of EFQM Model.
  - h) What is confidential report?
  - i) What is 360 degree performance appraisal?
  - j) What is core competency?
- Part-II**
- Q2 Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**
- a) Describe in detail the features of performance appraisal.
  - b) "Linking pay to performance" is an emerging concept. Explain.
  - c) Discuss balanced scorecard as a tool of performance appraisal.
  - d) Explain the process of performance appraisal.
  - e) Distinguish between performance appraisal and potential appraisal.
  - f) Discuss the obstacles faced in the performance appraisal process.
  - g) Define high performance team .write the procedure for building high performance teams in the organizations.
  - h) What are the merits and demerits of critical incident method?
  - i) Reflect upon the trends of compensation management in India.
  - j) Discuss the role of performance monitoring in improving the employees performance.
  - k) What are the essentials of a good appraisal system?
  - l) Explain the steps in designing performance metrics in an IT company.
- Part-III**
- Q3 Long Answer Type Questions (Answer Any Two out of Four) (16)**
- Why do different organization have different performance management system, although the principles of performance management is same everywhere?
- Q4 Explain in detail the organization's role in facilitating employee 's performance. (16)**
- Q5 Discuss the methods of performance appraisal. (16)**
- Q6 Describe the performance appraisal system of a manufacturing organization taking example of NALCO. (16)**



Registration No:

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Total Number of Pages: 02

MBA  
15MNG307C

**3<sup>rd</sup> Semester Regular Examination 2017-18**  
**Performance Management (PM)**

**BRANCH : MBA**

**Time: 3 Hours**

**Max Marks: 100**

**Q.CODE: B696**

**Answer Question No.1 and 2 which are compulsory and any four from the rest.**  
**The figures in the right hand margin indicate marks.**

**Q1 Answer the following questions: (2x10)**

- a) Aligning and evaluating employee's performance with company's set goals is called  
A) appraisal management B) performance management c) hierarchy of management  
D) off-the-job training
- b) When ratings are collected from supervisors, customers and peers, it is called  
A) 350-degree feedback B) 320-degree feedback C) 360-degree feedback D) 380-degree feedback
- c) An interview, in which supervisor and subordinate review appraisal, is called  
A) structured interview B) unstructured interview C) appraisal interview D) hiring interview
- d) When rating of employee trait biases its performance on other traits, it is called  
A) halo effect B) horn effect C) rate effect D) none of above
- e) A rating scale which enlists traits and performance values is called  
A) graphic rating scale method B) management by objectives C) alternation ranking method D) in-house development
- f) Management of performance ensures  
A) continuous improvement B) discontinue improvement C) performance reviews D) both A and C
- g) An employee is rated high in performance appraisal because of 'religion', is example of  
A) lenient/strict tendency B) bias C) central tendency D) different tendencies
- h) In performance management, main feature of performance management is to  
A) increase salary B) planning incentives C) comparing performance with goals D) comparing sales figures from last year
- i) An equal rating of all employees such as 'good' is called  
A) lenient tendency B) strict tendency C) biasing tendency D) central tendency
- j) An advantage of Management by Objectives (MBO) is  
A) avoids central tendency and biases B) jointly agreed performance objectives C) provides behavioral anchors D) ongoing basis evaluation

**Q2 Answer the following questions: (2x10)**

- a) Distinguish between job evaluation and performance appraisal
- b) What is meant by competitive advantage
- c) List out few advantages of 360 degree appraisal
- d) What is meant by post appraisal interview and what are its major uses
- e) No organization can survive without improving its performance. Do you agree? Justify your answer
- f) Enlist the objectives of Performance appraisal

- 4
- g) Is appraising potential more difficult than appraising performance ? Justify your answer
  - h) List out some common rating errors
  - i) How performance management helps in employee skill development
  - j) What is meant by graphic rating scale

- Q3 No organization can survive without improving its performance. Do you agree ? (15)  
Describe the concept of performance management system.
- Q4 Explain with the help of appropriate examples how important is job evaluation for developing a compensation structure for the employees in an organization. Examine the different methods of job evaluation and suggest the most suitable method for managing a motivated work force in a competitive environment. (15)
- Q5 With reference to performance appraisal / assessment, explain the following (15)  
a) Management by Objectives b) 360 degree appraisal
- Q6 Your organization is considering implementing a team performance management system and has asked you as a HR Manager to provide information on what type of performance dimensions should be used to measure team performance. Write an exhaustive note on the recommended performance dimensions to be considered. (15)
- Q7 Define and explain the concept of Reward management. What are the major objectives and components of a reward system. What does group incentive mean ? Give some examples. (15)
- Q8 Explain the concept of Balance Score Card in detail (15)



Registration No:

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Total Number of Pages: 02

MBA

15 MNG 307 C

**3<sup>rd</sup> Semester Regular Examination 2016-17**

**PERFORMANCE MANAGEMENT**

**BRANCH:**

**Time: 3 Hours**

**Max Marks: 100**

**Q.CODE: Y666**

**Q No 1 and 2 are compulsory and any four from the rest  
The figures in the right hand margin indicate marks.**

**Part – A (Answer all the questions)**

- Q1** Answer the following questions: (2 x 10)
- a) The simplest and most popular technique for appraising employee performance is \_\_\_\_\_
  - b) Appraisals made by superiors, peers and subordinates is called as \_\_\_\_\_
  - c) Aligning and evaluating employee's performance with company's set goals is called \_\_\_\_\_
  - d) An interview in which supervisor and subordinate review appraisal is called \_\_\_\_\_
  - e) Some raters have a tendency to be liberal in their rating by assigning higher rates consistently. Such an error refers to \_\_\_\_\_
  - f) The systematic process by which an agency involves its employees as individuals and members of a group in improving organizational effectiveness in the accomplishment of agency mission and goals is termed as \_\_\_\_\_
  - g) A method by which the job performance of an employee is documented and evaluated is called \_\_\_\_\_
  - h) EFQM stands for \_\_\_\_\_
  - i) A type of employee benefit plan which is intended to encourage employees to acquire stocks or ownership in the company is called \_\_\_\_\_
  - j) The formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization is termed as \_\_\_\_\_
- Q2** Answer the following questions: **Short answer type** (2 x 10)
- a) Bring out the differences between performance management and performance appraisal
  - b) Describe the concept of potential appraisal
  - c) Pay for performance plans act as motivators only when they succeed, justify your answer
  - d) What is an assessment centre
  - e) How does having job descriptions contribute to performance management

- f) Explain the concept of benchmarking in performance planning
- g) Conceptually explain the meaning of tell and sell interview
- h) List few merits and demerits of 360 degree appraisal
- i) What do you mean by profit sharing plan .
- j) What does performance counselling mean. List few advantages

**Part – B (Answer any four questions)**

- Q3 Explain concept of performance management system. How does it differ from performance appraisal. (15)
- Q4 "Accurate appraisal of performance is very difficult " . Do you agree. Briefly describe the problems / errors encountered in performance appraisal (15)
- Q5 Why is MBO considered as better method of performance appraisal ? Discuss the steps involved in implementing MBO method of appraisal. Weigh up strengths and weaknesses of MBO. What does SMART goal mean in the concept of MBO (15)
- Q6 Why should managements ensure that organizational strategy, structure and systems are aligned before designing a pay for performance plan. What are the different pay for performance plans that can be implemented in an organization (15)
- Q7 "Performance appraisal should be a two way street. Supervisors evaluate their subordinates and subordinates evaluate their supervisors". Do you agree or disagree ? Discuss (15)
- Q8 What is BARS ? Explain briefly BARS as a method of performance appraisal. Conceptually explain critical incidents (15)



Registration No :

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Total Number of Pages: 01

**MBA**  
**MGT 305C**

**3<sup>rd</sup> Semester Regular/ Back Examination 2015-16**

**Performance Management**

**BRANCH : MBA**

**Time: 3 Hours**

**Max marks: 70**

**Q.CODE: T634**

**Answer Question No.1 which is compulsory and any five from the rest.**

**The figures in the right hand margin indicate marks.**

- Q1 Answer the following : 2\*10
- a) What do you mean by performance appraisal
  - b) What is 360 degree feedback
  - c) Do you think that appraisals will convert employees into better employees, justify your answer
  - d) Bring out the linkage between incentive and productivity
  - e) What are the common errors in appraisal process, explain briefly
  - f) What is the purpose of performance management system
  - g) What do you understand by the concept of pay for performance?
  - h) Bring out the distinction between performance management system and performance appraisal system
  - i) Explain the concept of "tell and listen" form of post appraisal interview
  - j) What are performance metrics
- Q.2 Managing performance of employees is easier said than done. Why is performance management relevant to employers and employees. Explain the model of performance management system 10
- Q.3 Critically evaluate the role of performance appraisal as an effective management intervention to improve the employee performance and analyse the role of a manager in making the process effective. 10
- Q.4 Why MBO is considered as better method of performance appraisal. Explain the process of MBO. Weigh the advantages and disadvantages of this method 10
- Q.5 Performance counseling is the heart of the performance management system. Do you agree? Why has performance counseling in the organizational context ended up being a dreaded dialogue? 10
- Q.6 'The balance score card focuses on the measures that drive the employee performance' Discuss. Why are companies adopting a balance score card 10
- Q.7 Outline the elements of "total reward" and briefly explain the importance of rewards in managing the performance of employees 10
- Q.8 Write short notes on : (any two) 10
- a) Potential appraisal
  - b) BARS
  - c) Objectives of post appraisal interview
  - d) Assessment centres

PM-3-5



Registration No. :

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Total number of printed pages – 2

MBA  
MGT 305C

**Third Semester Regular Examination – 2014**

**PERFORMANCE MANAGEMENT (PM)**

**BRANCH : MBAR**

**QUESTION CODE : H 429**

**Full Marks – 70**

**Time : 3 Hours**

Answer Question No. **1** which is compulsory and any **five** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2 × 10
  - (a) Define Performance.
  - (b) Is performance appraisal the same as performance management ? Justify your answer.
  - (c) Differentiate between performance appraisal and potential appraisal.
  - (d) What are the various uses of performance appraisal ?
  - (e) What is graphic rating scale method of appraisal ?
  - (f) Define the term Reward.
  - (g) What do you mean by competency mapping ?
  - (h) What are SMART goals in the context of MBO ?
  - (i) What is an 'assessment centre' ?
  - (j) What are the major uses of post appraisal interview ?
2. Describe the objectives, principles and purposes of performance management. 10

PM-3-6

P.T.O.

3. Assume that you have joined as an HR in an organization. The first task assigned to you is to conduct the Performance Appraisal Process. What according to you is its purpose ? Describe the entire Performance Appraisal process. 10
4. "Management by objectives denotes a systematic process of performance appraisal". Explain the process critically. 10
5. Define and explain the concept of reward management. Discuss the objectives of reward management. What are the components of a reward system. 10
6. Why has performance linked reward management attracted increased attention in the recent years ? Discuss the concept of "Do only what you get paid for" syndrome. 10
7. Performance appraisal fails due to personal biases.' Discuss this statement. Elaborate various rating errors in performance appraisal. 10
8. Write short notes on any two : 5×2
  - (a) Balance score card
  - (b) 360 degree feedback
  - (c) EFQM.

PM-3-7



Registration No. :

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Total number of printed pages – 3

MBA  
MBA 307C

Third Semester Examination – 2013

PERFORMANCE MANAGEMENT

QUESTION CODE : C- 531

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 and 2 are compulsory and any **four** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2×10
  - (a) Explain the concept of performance management.
  - (b) Enlist few objectives of Performance appraisal.
  - (c) Distinguish between performance appraisal and potential appraisal.
  - (d) Define the concept of Reward Management.
  - (e) What do you mean by post appraisal interview ?
  - (f) Suggest few measures to make performance appraisal more effective.
  - (g) How 360 degree appraisal is done ?
  - (h) What do you mean by performance counseling ?
  - (i) How performance management helps in employee skill development ?
  - (j) Can performance management be a source of change ? Justify briefly.
- 2 Medico-Pharma is one of the world's largest pharmaceutical firms and is widely known for its innovative research. But the firm has not limited its innovations to products. Several years ago, the company leaders decided that the performance management system needed to be re-invented. Specifically they determined, that the existing performance appraisal process was not working. Manager's were "form focussed", meaning that they were so concentrated on filling out the

P.T.O.

performance review forms, the content of the forms was not being used for employees coaching based on development. Also, most of the attention of the managers and employees was historical and based on what employees had done in the past. Little attention was being given to how employees could develop and improve in the future. The most radical steps taken were to totally eliminate the appraisal forms and their rating scales and to request that managers not discuss pay increases during performance review sessions. Instead a new "performance partnership" became the focus. At all levels of the company management, managers were trained to hold regular meetings with their employees. At these meetings, managers and employees review performance goals expectations. Together they set expectations and timelines for accomplishing the goals. Rather than meeting just once a year, the performance partnership update occurs throughout the year. The changes in the performance management system had led to several positive results. First, employees are more active participants, rather than just getting their ratings on forms and then passively listening to the managers. Also a greater amount of time is spent on coaching because managers were trained on use of a guided feedback approach. This approach has led to more discussions in which employees and managers emphasize joint problem solving and goal achievements. Although the system takes more managerial and employee time, the coaching and employee involvement have created a more positive relationship and improved individual and managerial performance.

**Questions :**

- (a) Discuss how this case illustrates the contrasts between the administrative use and developmental use of appraisals.
- (b) Identify some of the advantages and disadvantages of eliminating the use of appraisal forms and ratings. 10
3. What is performance appraisal ? Why has performance appraisal turned into a mere ritual ? In your opinion how would you achieve an effective performance appraisal ? 10



4. Why is it that some organizations are meticulous in designing their performance management model ? Describe the concept and perspective of performance management. 10
5. Management by Objectives is not a technique of performance appraisal but it denotes a systematic process of performance appraisal. Explain critically. 10
6. Your organization is considering implementing a team performance management system and has asked you to provide information on what type of performance dimensions should be used to measure team performance. Write an exhaustive note on the recommended performance dimensions to be considered. 10
7. Define and explain the concept of Reward management. What are the major objectives and components of a reward system ? 10
8. Performance appraisal is plagued by rating errors. Elaborate this statement by describing some common rating errors. 10

Registration No. :

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Total number of printed pages – 4

MBA  
MBA 307C

### Third Semester Examination – 2012-13

#### PERFORMANCE MANAGEMENT

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 and 2 are compulsory and any **four** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2×10
  - (a) Establish the link between Performance management and Performance appraisal ?
  - (b) State 2 benefits of performance management.
  - (c) What is role analysis? How is it different from competency mapping ?
  - (d) Where do the result, behavior and development play a major role in performance management process ? Explain this particular step in the entire process.
  - (e) What does the syndrome "Do only for what you get paid for" signify ?
  - (f) What is the difference between forced choice method and forced distribution method as errors in performance appraisal process ?
  - (g) Mention any 4 obstacles in the performance management process.
  - (h) What are assessment centers ?
  - (i) What do you understand by competency based performance pay ?
  - (j) How performance management system is for individuals different from team based performance management ?

PM- 3-11

P.T.O.



## 2. Case Study :

10

Joy became chief financial officer and a member of the Executive Committee of a medium - sized and moderately successful family - owned contracting business six months ago. The first nonfamily member to hold such a position and to be included in the Executive Committee, he took the job despite a lunch - time remark by the company's CEO that some members of the family were concerned about Joy's "fit with the company culture." But the CEO (who is married to the daughter of the founder of the company) said he was willing to "take a chance" on Joy. Soon after Joy started, the company decided for the first time to "right - size" (a euphemism for downsize) to respond to rapid changes in its business. Joy, who had been through this before when he was a senior manager in his previous company, agreed this was good for the long-term health of the 20-year - old company. He decided not to worry that family members seemed more concerned about their own short - term financial interests. Besides, the CEO was relying on Joy to help him determine how to downsize in an ethical manner; the CEO said he trusted Joy more on this than he did the head of his personnel department, who had "been around a little too long." On Joy's recommendation, the company decided to make its lay - off decisions based on the annual performance appraisal scores of the employees. Each department manager would submit a list of employees ranked by the average score of their last three appraisals. If the employee had been with the company less than three years, if the score for two employees was identical, or if there was some extraordinary circumstance, the manager would note it and make a decision about where to rank the person. At some point, Joy and the Executive Committee would draw a line, and those below the line would be laid off. As Joy was reviewing the evaluations, he was puzzled to find three departments in which the employee at the bottom of the list had "N / A" where the evaluation score should have been written. When he asked the managers to explain, they told him these employees had been with the company almost since the beginning. When performance appraisals had been instituted six years earlier, the CEO agreed to the long time employees' request that they keep receiving informal evaluations "as they always had." The managers told Joy

they'd questioned this decision, and the CEO had told them it wasn't their problem. When Joy raised this issue with the CEO, he responded, "Oh, I know. I haven't really evaluated them in a long time, but it's time for them to retire anyway. They just aren't performing the way they used to. The company's been very good to them. They've got plenty of retirement stored away, not to mention the severance you've convinced me to offer. They're making pretty good money, so cutting them should let us lower the line a little and save jobs for some of the younger people—you know, young kids with families just starting out. And don't worry about a lawsuit. No way they'd do that. "Do they know they're not performing well?" Joy asked "I don't know," the CEO responded "They should. Everybody else in the company does."

As they walked to the door, the CEO put his arm around Joy's shoulder. "By the way," he said "You should know that you've won over the Executive Committee. They think you are a terrific fit with this company. I'm glad you talked with me today about these three employees. You got it right: This is a company that cares for its employees—as long as it can and as long as they're producing. Always has, always will."

Joy left the CEO's office with the vague feeling that he had some moral choices to make.

- (a) What do you think was the performance appraisal system of this company? Is there an ethical dilemma with regard to institutionalizing the performance management system as criteria for layoff of employees?
  - (b) What's the right thing to do? If he disagrees with the CEO, how does he protect his own career and the interests of his own family? What do you think?
3. Jack Welch was considered to be an extremely effective coach. He developed his employees by setting expectations, communicating clearly, documenting and diagnosing performance. Considering the above criteria explain the difference between coaching and counselling and explain the process of coaching in detail.



4. What is the difference between 360 degree and MBO ? Explain 2 traditional and 2 modern methods of performance appraisal and which method of appraisal is most suitable in today's organizations. 10
5. In any organisation a supervisor should never be rated as a high performer if his supervisees do not perform well. In this context explain the process of performance management. 10
6. Which appraisal system does Infosys follow? Narrate the performance appraisal system in detail with a brief format. 10
7. What is a performance based pay system? State the reasons for introducing a contingent pay. Explain in detail the individual based pay for performance plan. 10
8. Write short notes on any two: 5×2
  - (a) Balance scorecard
  - (b) Primary vs Recency effect
  - (c) Philip's model of potential appraisal.

PM-3-14

Registration No. :

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Total number of printed pages – 3

MBA  
MBA 307C

### Third Semester Examination – 2011

#### PERFORMANCE MANAGEMENT

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 which is compulsory and any **five** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2×10

- (a) Define performance appraisal.
- (b) What is Halo effect ?
- (c) Outline the characteristics of competency mapping.
- (d) What is MBO ?
- (e) Distinguish between job evaluation and performance appraisal.
- (f) What is Balance score card ?
- (g) What is meant by competitive advantage ?
- (h) What are the major uses of post appraisal interview ?
- (i) Explain the concept of tell and sell interview in the context of performance appraisal.
- (j) List out few advantages of 360 degree appraisal.

2. CASE ANALYSIS : 10

Berkley Investments is a reputed finance company having more than 20 branches in different parts of the country. In the home office there are more than 200 employees. The company has a performance rating under which the employees

P.T.O.



are rated at six month interval by a committee of two executives. Graphic scales have been used as a means of appraisal. The qualities considered are responsibility, dependability, initiative, interest in work, leadership potential, cooperative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them to influence promotions and salary adjustments and as a criteria for arranging further training for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately two thirds of all employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that community activity was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize a union and insist that salary increases be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the Chief Executive feels that performance appraisal is a dangerous source of friction and its hazards outweigh its values so it should be discontinued altogether.

- (a) How far do you agree with the management that performance appraisal should be discontinued ?
  - (b) If you were the HR manager, how would you tackle the situation ?
  - (c) What modifications would you suggest in the performance appraisal system of the company ?
3. What is performance management ? Why has there been a move from performance appraisal to performance management. What are the major challenges to performance management in organizations in today's scenario ?

10



4. No organization can survive without improving its performance. Do you agree ?  
Describe the concept of performance management system. 10
5. Enlist the objectives and discuss the importance of Performance appraisal. Why has performance appraisal turned into a mere ritual ? 10
6. Is appraising potential more difficult than appraising performance. Critically examine the issues. Suggest a suitable method of appraising HR professionals. 10
7. Dependence of reward and compensation management on Performance management has led to a number of questions and debates. What in your opinion could be alternative to this. How do you see the future of performance management in the present organizational scenario ? 10
8. Explain with the help of appropriate examples how important is job evaluation for developing a compensation structure for the employees in an organization. Examine the different methods of job evaluation and suggest the most suitable method for managing a motivated work force in a competitive environment. 10