

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2015-17) (H.R.)**  
**Third Semester Examination October 2016**

<b>Subject</b>	<b>Performance Management System</b>		
<b>Roll No.</b>		<b>Marks</b>	<b>60 Marks</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>		<b>Date</b>	<b>26/10/2016</b>

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) Case Study**

**20 Marks (Compulsory)**

***Controversies in Job Evaluation***

Mr Kalyan Chakravarthy (Kalyan), the Compensation Manager for Little World toys Company, was generally a relaxed and a good-natured person. Although he was very straight forward in his interpersonal dealings, he was one of the most popular managers in the company, especially because of his competence.

On 29 January, 2016, morning, however, Kalyan was not his usual self - he was generally known for notifying the meetings, prior, with a statement of the agenda, but on 20th January, the scene was different. As the Chairperson of the company's job evaluation committee, he had called a late-morning meeting with a 15 minutes' notice, at which several jobs were to be considered for re-evaluation.

The jobs had already been rated and assigned to pay grade 3. But the office manager, Praveen Mishra (Praveen), was upset that one job was not rated higher. To press the issue, Praveen had taken the case to two executives who were also members of the job evaluation committee. The two executives were Mahesh Kumar (Mahesh), the production manager and Aruna Mouli (Aruna), the Marketing Manager. Both Mahesh and Aruna felt that the job ratings be reviewed and both supported Praveen's side of the dispute, and, Kalyan was not looking forward to the conflict that was almost certain to occur.

The controversial job mooted for discussion was that of the receptionist. Only one position for a receptionist existed in the company, and it was held by Miss Chandralekha. Chandralekha had been with the company for the last 10 years, in fact, longer than any of the committee members. She was extremely efficient, and virtually all the executives in the company, including the President, had noticed and commended her for her exceptional work.

Mahesh and Aruna were particularly pleased with Chandralekha because of the cordial manner in which she greeted and accommodated the customers, vendors and other visitors to Little World. She was also known for resolving angry customer complaints amicably over the phone, and, she was liked by all the employees for her good manners, polite interpersonal behavior, and poise, even during grave emergencies. They felt that Chandralekha projected a positive image of the company. When the meeting began, Kalyan said, "Dear friends, I know that you are busy, so let us get to the point straight away. We have several jobs to be evaluated this morning and I suggest we begin..." Before he could finish, his sentence, Mahesh interrupted, "I suggest we start with Chandralekha". Aruna nodded in agreement. Kalyan did not expect this, and it took a while for him to regain his composure.

He quietly but firmly asserted, "Mahesh, we are not here today to evaluate Chandralekha. Her supervisor does that at the time of performance appraisal. We are meeting to evaluate jobs based on job content. In order to do this fairly, with regard to other jobs in the company, we must leave personalities out of our evaluation". Kalyan then proceeded to pass out copies of the receptionist job description to Aruna and Mahesh, who were obviously irritated.

**Questions:**

- 1) Do you agree with the behavior and statement of Mr. Kalyan? Why
- 2) Was the role of receptionist required to be evaluated?
- 3) If you would have been in the place of Mr. Kalyan, how would you deal with this situation?
- 4) Can job evaluation be replaced with performance appraisal? Comment.

**Attempt Any FOUR from the Remaining SIX Questions****Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance." Discuss.
- b) What is Performance Relationship Mapping and explain its scope in the industries today?
- c) If you have to design an incentive plan for your team, what would it be and how would you ensure that it is successful?

**Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) "Management by objectives is not a technique of performance appraisal but it denotes a systematic process of performance appraisal" Explain critically.
- b) What is performance review and why is it important?
- c) Briefly explain the process of performance consultation?

**Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Evaluate the significance of performance appraisal in an educational institution. How would you make it more effective?
- b) What is 360 degree Feedback system? Is it a reliable form of giving feedback, kindly give your views on the same?
- c) What is Pay for Performance and why do organizations adopt pay for performance?

**Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Considering the characteristics of Ideal performance management, design a PMS for a retail outlet.
- b) Explain the role of stakeholder's in the employee development process.
- c) Differentiate between Intrinsic and Extrinsic Rewards.

**Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) How has technology changed the traditional method of appraising employees? Give examples
- b) If you are the HR manager, how would you conduct a review meeting for your team of 10 employees?
- c) Explain various ethical issues that an organization witness with respect to performance by giving example of at least 2 organizations?

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) "Before you rob your 1<sup>st</sup> bank, knock off a couple of gas station" explain the statement with the context of preparing for appraisal.
- b) Give an example of any organization which is best known for its ethical practices?
- c) Write short note on:
  - Mentoring
  - Job rotation