

DECEMBER 2013 EXAMINATION

HR 03/eHR03 PERFORMANCE MANAGEMENT

Time: Three Hours

Maximum Marks :100

Note :

The paper is divided in three sections: Section A, Section B and Section C. There are seven questions in Section A, students are required to attempt any four. Section B has 5 questions, attempt any three. All the questions of Section C (Case Study) are compulsory.

Section A (10 marks each)

1. Compare and contrast performance management and performance appraisal. (10)
2. i) What is performance management system?
ii) Discuss its strategic linkage. (5+5)
3. i) What are the approaches to performance planning? Briefly explain any two of them.
ii) Why organizations must do performance planning for its every individual employee irrespective of their position in the organizational hierarchy? (5+5)
4. Write short notes on any two of the following,
 - i. Assessment Centre
 - ii. Intrinsic and Extrinsic rewards
 - iii. Conflict Management Styles/Strategies (5+5)
5. What are the advantages and disadvantages of using the forced distribution appraisal method for front office employees of a private sector bank. (10)
6. i) Explain the concept of change management.
ii) How change management can be integrated with the process of performance management? (5+5)
7. i) Briefly discuss the learning transfer system inventory model.
ii) What factors affect transmuting learning into action? (5+5)

SECTION B
(15 Marks each)

8. i) What do you mean by performance criteria?
ii) Describe the process of setting performance criteria.
iii) What are the essential elements of effective setting of performance criteria?
(5+5+5)
9. i) Why managerial leadership is crucial for monitoring and developing Manager's performance?
ii) Briefly discuss the leadership styles in the context of performance management.
iii) Explain the phases of mentoring with reference to performance development of manager's.
(5+5+5)
10. Explain how you would go about developing a Graphic Rating Scale for performance appraisal of cashiers of a retail store.
(15)
11. i) What criteria do you think should be used to measure team performance?
ii) What sources should be used for the team appraisal?
iii) Should individual performance still be measured? Why or why not?
(5+5+5)
12. Assume you are the owner of a 25-employee company that has just had a fantastic year. Everyone pulled together and worked hard to achieve the boost in company profits. Unfortunately, you need to sink most of those profits into paying your suppliers. All you can afford to give your workers is a 6 percent pay raise across the board. At appraisal time, how would you communicate praise for job well done coupled with your very limited ability to reward such outstanding performance?
Now assume you can afford to hand out some handsome bonuses or raises. What would be the best way to evaluate employees when everyone has done exceptional work?

SECTION C (15 Marks)
Compulsory

13. Case : Internal Appraisal and Goal Setting at FedEx

Appraisal ratings from multiple sources can provide a rich source of feedback to employees. However, translating this feedback into concrete objectives that will guide and improve performance in the next appraisal period may be difficult. To improve its internal operations FedEx is shifting to a future oriented approach and a 360 degree “goal-setting system”.

How does this system work? Departments at FedEx assess how well other departments are providing needed inputs to their internal customers. Based on the ratings it receives, each department summarizes the goals of its internal customers and then provides those customers with a service guarantee. For example, FedEx’s HR department has provided the following guarantee to its internal customers:

- Timely response
- A 24-hour turnaround for feedback on important requests
- Two-hour response time to emergency calls
- Critical feedback on equal employment opportunity and employee grievances
- Semiannual training sessions on topical subjects
- Updates on employee relations issues
- Meetings with managers to review recruitment, plans, goals and results
- Bimonthly meetings with employees
- These goals set a clear foundation for future customer assessment of how well HR employees are performing.

Questions:

- 13 (i) A potential problem with 360 degree goal setting is that various internal customers may have unrealistic and conflicting performance expectations. What actions could managers take to avoid this problem?
- (ii) It is possible for a business to be overly concerned with satisfying customers. For example, giving away products for free might delight customers but would put the company out of business. How could a company use customer-driven goal setting to avoid this problem?

(7+8)