

SVKM's NMIMS
School of Distance Learning

Programme: DHRM/PGDHRM

Academic Year: 2011-2012

Subject: Performance Management System

Semester II

Course New

Marks: 70

Date: 5.1.2012

Time: 11.00 a.m to 2.00 p.m

Time: 3 hours

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page
2. Figure in brackets indicate full marks

Q1. Attempt any 2 out of 4

[10 marks]

- a. Highlight importance of E-performance management
- b. What are stock options? Discuss various kinds of available options.
- c. Explain features of potential appraisal.
- d. Discuss role of Goal setting in managing performance.

Q2. Write short notes on any 2 out of 5

[10 marks]

- a. Balanced Scorecard
- b. Benchmarking
- c. EVA
- d. Coaching
- e. On-the-job training methods

Q3. Attempt any 3 out of 5

[30 marks]

- a. Discuss the different types of performance appraisals
- b. "Performance Management is only about doing staff appraisals annually!" Do you agree? Explain your views in light of the changes in performance management scenario today.
- c. Discuss the features of 360 degree appraisal. Highlight the benefits and limitations of using this system of appraisal.
- d. Explain variable pay schemes. Highlight how they help in motivating and rewarding employees.
- e. Discuss different competency characteristics. How does Competency Model help in performance management?

Q4. Answer in detail

[20 marks]

a. Explain expatriate compensation. Discuss elements of their compensation.

b. You have been appointed as a performance consultant for a large chain of retail stores and have been briefed of the following performance issues:

- Employees not clear about performance expectations and hence not achieving targets
- Perception amongst employees that reward system is outdated and unfair
- Performance Rating is given by Managers without adequate feedback to subordinates

Design a suitable performance and reward management system for the above organization to enhance employee motivation and performance.

x

2/2