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2022

M.B.A. 4th Semester End-Term Examination

PERFORMANCE APPRAISAL, TRAINING AND DEVELOPMENT

(New Regulation)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks for the questions.

Answer question No. 1 and any *four* from the rest.

1. Fill in the blanks : (10 × 1 = 10)
- _____ refers to an assessment of an employee's performance.
 - _____ takes place when past performance appraisal rating unjustifiably influences current rating.
 - _____ gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability.
 - Most of the private sector organizations, MNC's and leading public sector organizations practice _____ method of performance appraisal.
 - _____ is a continuous process of measuring products, services and practices against the recognized competitors with the objective of rectifying performance gaps.
 - _____ is a lateral shift causing movements of individuals from one position to another usually without involving any mark change in duties, responsibilities, skills needed or compensation.
 - _____ represents the knowledge that is deeply rooted in the minds of individuals and as a result it is highly personal and difficult to communicate.
 - _____ is the process of identifying training needs in the organization for the purpose of improving employee performance
 - In _____, the trainee is rotated from job to job so that he acquires a general background of all the jobs.
 - In _____ approach, performance appraisal is used as a key input for administering a formal organizational reward and punishment system.

[Turn over

2. (a) Explain the correlation between effective performance appraisal system and organizational performance. (7)
- (b) Design a specimen of Job Description and Job Specification for the post of a manager in a reputed hotel industry. (8)
3. (a) In a tabular format, enumerate the differences between close ended and open ended performance appraisal system. (5)
- (b) Discuss the career development cycle. (5)
- (c) "Performance appraisal is widely accepted as a valid mechanism for making career development related decisions by the management"- Explain this statement. (5)
4. (a) How does on-the-job training method differ from off-the-job training method? (5)
- (b) Explain the essence behind coaching as a training method. (5)
- (c) Discuss the reasons for the failure of performance appraisal system. (5)
5. (a) Explain the various sources of performance appraisal system. (7)
- (b) Elaborate the concept of 'Knowledge Management'. (8)
6. (a) What are the factors that must be considered while selecting a trainer for a training program? (5)
- (b) Enlist the ethical and legal issues in training and development. (10)
7. Write short notes on: (3 × 5 = 15)
- (a) Outbound Training method
- (b) Importance of mentoring
- (c) Classroom Training

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