

Total No. of printed pages = 4

BA 17240H1

Roll No. of candidate

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2020

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

PERFORMANCE APPRAISAL, TRAINING AND DEVELOPMENT

(New Regulation)

Full Marks – 50

Time – Two hours

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

Answer Question No. 1 and any *three* from the rest.

1. Answer the following (any *five*) : (5 × 1 = 5)
- (i) What is linked with performance appraisal?
 - (a) Job design (b) Development
 - (c) Job analysis (d) None of the above
 - (ii) How performance appraisal can contribute to a firm's competitive advantage?
 - (a) Ensures legal compliance
 - (b) Minimizing job dissatisfaction and turnover
 - (c) Improves performance
 - (d) All of the above

[Turn over

- (iii) Method of keeping and reviewing record of employee's behavior at different time interval is
- (a) Critical incident method
 - (b) Forced distribution method
 - (c) Alternation ranking method
 - (d) Paired comparison method
- (iv) Aligning and evaluating employees' performance with company's set goals is called
- (a) Appraisal management
 - (b) Performance management
 - (c) Hierarchy of management
 - (d) Off the job training
- (v) First step in 'appraising process' is
- (a) Defining the job
 - (b) Training session
 - (c) Feedback session
 - (d) Interview session
- (vi) Which of these is a hindrance to effective training?
- (a) Career planning workshop
 - (b) Aggregate spending on training is inadequate
 - (c) Mentoring
 - (d) Career counseling

(vii) Development is concerned more with _____.

- (a) Immediate performance
- (b) Succession planning
- (c) Career growth
- (d) All of the above

(viii) Which of the below does not describe the nature of training?

- (a) Application orientation
- (b) Broad perspective
- (c) Specific task
- (d) None of the above

(ix) Development is not related to

- (a) Conceptual skills
- (b) Development aspects
- (c) Technical aspects
- (d) Human skills

(x) Which of the following is a method of group training need identification?

- (a) Attitude survey
- (b) Work sample
- (c) Exit interview
- (d) Interview

2. (a) What are the different types of and approaches to performance appraisal? (8)

(b) What are the considerations while designing a performance appraisal system? (7)

3. (a) Discuss the common rating errors that must be guarded against. (8)
- (b) What are the legal and ethical dilemma in performance appraisal? (7)
4. (a) What is compensation management? Enlist the objectives. (3 + 4 = 7)
- (b) Discuss the correlation between career development and appraisal system in the organizational context. (8)
5. (a) What is training implementation? Explain the various approaches to training implementation. (3 + 4 = 7)
- (b) Explain Donald Kirkpatrick's four level model of training evaluation. Explain the sources of data for training evaluation. (4 + 4 = 8)
6. (a) Explain the meaning and significance of mentoring. State the difference between mentoring and coaching. (3 + 4 = 7)
- (b) What is blended learning? E-learning will not fully substitute training programs. Discuss. (4 + 4 = 8)
7. (a) Explain the prerequisites for the effectiveness of classroom programs. Explain the fundamentals of classroom training. (4 + 4 = 8)
- (b) What is on-the-job training? Explain its significance in developing the work force capabilities. (3 + 4 = 7)