STELLA MARIS COLLEGE (AUTONOMOUS), CHENNAI – 600 086
(Effective from the academic year 2020 – 2021)
DEPARTMENT OF SOCIAL WORK
HUMAN RESOURCE MANAGEMENT

END SEMESTER EXAMINATION
MAY 2021

CODE: 20HM/PE/PA15
COURSE: ELECTIVE
PAPER: PERFORMANCE APPRAISAL

Max Marks -50
Time –1 ½ Hours

SECTION A

Answer ALL. Answer should not exceed 50 words   **(5X2=10 marks)**

1. Define wages
2. What is job enrichment?
3. What is perquisites?
4. What is forced choice method?
5. Define intrinsic rewards.

SECTION B

Answer any TWO. Answer should not exceed 600 words   **(2X10=20 marks)**

6. Define rewards. Explain the types of rewards.
7. Explain the concept of profit sharing.
8. Explain the traditional methods of performance appraisal.

SECTION C

Answer any ONE. Answer should not exceed 1200 words   **(1X20=20 marks)**

9. **Case study**: Mr. Shroff is a talented and well experienced human resources manager of Britestar Company. He undertakes his role of HR manager by being an administrative expert and a change agent. He has always been an inspiration for his subordinates and the employees whose performance is measured and appraised by him.

   It is because of Mr.Shroff's 15 years of experience of working in HR departments helped him to get acquainted with various Performance Appraisal methods for evaluating the performance of his employees in a better way every time. He had always been implementing only those methods which he found result-oriented in terms of enabling the employees to know about their performance in the organization, to help them in providing adequate training, if required, to increase their

potential, to provide concrete feedback and evaluate their current job performance to determine transfer, retention and termination of employees. He has been working in Britestar since last 5 years and has gained good amount of respect and faith from his employees due to his appropriate and fair performance appraisal techniques that facilitated the uses of performance appraisal. The mostly used techniques by him are Checklist method, 360°Feedback and Assessment centers.

Because of Mr. Shroff's good rapport and close relations in the recent months with his subordinates Ram Kumar and P.K. Gupta, he has developed a new tendency to appraise the performance of those employees known to Kumar and Gupta with leniency and because he finds them similar to him (personality and knowledge wise). As a result of this unfair and inappropriate appraisal of Mr.Shroff, he also evaluates the performance of the employees taking into account their recent performances only. Hence, most of the employees' productivity has reduced and is inefficient, even some of the good employees have become irresponsible towards their tasks along with different behavior showing no interest to put in their best efforts to realize the goals and mission of the company. Some employees are planning to resign as no proper feedbacks are provided when required and no better prospects for Promotions are expected to see the light of the day. **Analyze the case and give the explanation.**

10. **Case study:** Tourism and hospitality is a diverse sector comprised of workers from varied cultures, backgrounds, ages, and languages. This is one of the reasons our industry is so unique. But with this diversity, comes its challenges. In the case of a large hotel, where a housekeeping department is comprised of workers from all over the world, training can sometimes be a challenge to due language barriers. And although many corporate properties have developed strong training programs, it's not always fully understood by each person in the room. Knowing this, what types of tools, methods, and practices can an employer use to ensure proper training has been provided?

1. **Make a list of different training techniques you can use when trying to overcome a language barrier?**

2. **At the end of the training, what methods can you use to determine whether or not the worker understood?**

3. **How effective are visual aids when it comes to training and why?**

4. **When developing a training plan for an employee who has English as a second language, what types of things should you consider when putting your training plan together?**