

JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -3 EXAMINATION- 2025

BBA-IV Semester

COURSE CODE (CREDITS):24BB1HS412

MAX. MARKS: 35

COURSE NAME: Human Resource Management

COURSE INSTRUCTORS: Dr Tanu Sharma

MAX. TIME: 2 Hours

Note: (a) All questions are compulsory.

Q.No	Question	CO	Marks
Q1	"Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance". Discuss	[4]	5
Q2	The Behaviorally Anchored Rating Scales (BARS) method combines elements of the traditional rating scales and critical incidents methods. What steps will you follow to construct BARS?	[4]	5
Q3.	KE Corporation Ltd., recently diversified its activities and started producing computers. It employed personnel at the lower level and middle level. It has received several applications for the post of Commercial Manager-Computer Division. It could not decide upon the suitability of the candidate to the position, but did find that Mr. Prakash is more qualified for the position than other candidates. The Corporation has created a new post below the cadre of General Manager i.e., Joint General Manager and asked Mr. Prakash to join the Corporation as Joint General Manager. Mr. Prakash agreed to it viewing that he will be considered for General Manager's position based on his performance. Mr. Anand, the DGM of the Corporation and one of the candidates for General Manager's position was annoyed with the management's practice. But, he wanted to show his performance record to the management at the next appraisal meeting. The management of the Corporation asked Mr. Sastry, GM of Televisions Division to be the GM in-charge of Computer Division for some time, until a new GM is appointed. Mr. Sastry wanted to switch over to Computer Division in view of the prospects, prestige and recognition of the position among the top management of the Corporation. He viewed this assignment as a chance to prove his performance. The Corporation has the system of appraisal of the superior's performance by the subordinates. The performance of the deputy General Manager, Joint GM and GM has to be appraised by the same group of the subordinates. Mr. Prakash is a stranger to the system as well as its Modus Operandi. Mr. Sastry and Mr. Anand were competing with each other in convincing their subordinates about their performance and used all sorts of techniques for pleasing them like promising them a wage hike, transfers to the job of their interest, promotion, etc. However, these two officers functioned in collaboration with a view to pull down Mr. Prakash. They openly told their subordinates that a stranger should not occupy the 'chair'. They created several groups among employees like pro-Anand's group, pro-Sastry's group, Anti Prakash and Sastry Group, Anti-Anand and Prakash group. Mr. Prakash has been watching the proceedings calmly and keeping the management in touch with all these developments. However, Mr. Prakash has been quite	[4]	3*2=6

	<p>work-conscious and top management found his performance under such a political atmosphere to be satisfactory. Prakash's pleasing manners and way of maintaining human relations with different levels of employees did, however, prevent anti-Prakash wave in the company. But in view of the politicalisation, there is no strong pro-Prakash's group either. Management administered the performance appraisal technique and the subordinates appraised the performance of all these three managers. Surprisingly, the workers were assigned at the end the following overall scores: Prakash: 560 points, Sastry: 420 points; and Anand: 260 points.</p> <p>Questions:</p> <p>1. How do you evaluate the worker's appraisal in this case?</p> <p>2. Do you suggest any techniques to avert politics creeping into the process of performance appraisal by subordinates? Or do you suggest the measure of dispensing with such appraisal system?</p>		
Q4.	There are four types of Equity while framing compensation. What are these? What impact does each has on the pay rates?	[5]	4
Q5	Establishing a pay rate is huge task. The five steps involved are: Salary survey, job evaluation, pay grade, wave curve and pay rates. Elucidate on each step of this process.	[5]	10
Q6	Discuss the policy issues you would consider while designing the benefit packages for the employees.	[5]	5