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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA**SEM: III - THEORY EXAMINATION (2021 - 2022) (ONLINE)****Subject: Performance and Reward Management****Time: 02:00 Hours****Max. Marks: 100****General Instructions:**

1. *All questions are compulsory. It comprises of two Sections A and B.*
- *Section A - Question No- 1 has 35 objective type questions carrying 2 marks each.*
- *Section B - Question No- 2 has 12 subjective type questions carrying 3 marks each. You have to attempt any 10 out of 12 question.*
- *No sheet should be left blank. Any written material after a Blank sheet will not be evaluated/checked.*

SECTION A**35 x 2 = 70****1. Attempt ALL parts:-**

- | | | |
|-------|---|---|
| 1.1.a | The purpose of reward is: | 1 |
| | (a) To attract individuals to the organisation
(b) To retain individuals within the organisation
(c) To motivate people to work
(d) All of the above | |
| 1.1.b | A good work–life balance is usually considered to be an example of: | 1 |
| | (a) Intrinsic reward
(b) Extrinsic reward
(c) Performance-related reward
(d) Compensation | |
| 1.1.c | An organisation's reward strategy: | 1 |
| | (a) Defines the pay structures
(b) Reflects organisational priorities
(c) Seeks to ensure a stable workforce
(d) Is based on achieving a fair day's work for a fair day's pay | |
| 1.1.d | Performance-related pay: (CO1) | 1 |
| | (a) Seeks to value the contribution a person makes to the organisation
(b) Seeks to value the person rather than the job
(c) Ensures that all employees are effectively motivated
(d) Is based on the profitability of the company | |
| 1.1.e | Which of the following option is incorrect with reference to recognition of an employee at work? | 1 |
| | (a) It is a form of positive motivation
(b) The workforce feels accepted
(c) The workforce feels they are in winning role
(d) It will discourage the workforce | |
| 1.1.f | Recognition is a way of making the workforce work for _____ of the organization. | 1 |
| | (a) Continuous improvement
(b) Discontinuous improvement | |

- (c) Continuous downfall
(d) Discontinuous downfall
- 1.1.g Which of the following is not a type of extrinsic reward? 1
- (a) Profit sharing
(b) Gain sharing
(c) Employment security
(d) Quality based promotions
- 1.2.a _____ is an objective assessment of an individual's performance against well-defined benchmarks. 1
- (a) Performance Appraisal
(b) HR Planning
(c) Information for goal identification
(d) None of the above
- 1.2.b Which of the following is an alternate term used for performance appraisal? 1
- (a) Quality and quantity of output
(b) Job knowledge
(c) Employee assessment
(d) None of the above
- 1.2.c From the strategic point of view, in which three categories can an organisation be grouped? 1
- (a) Defenders
(b) Prospectors
(c) Analysers
(d) All of the above
- 1.2.d Successful defenders use performance appraisal for identifying _____. 1
- (a) Staffing needs
(b) Job behaviour
(c) Training needs
(d) None of the above
- 1.2.e Rearrange the steps in appraisal process.: A. Objectives of performance appraisal B. Establish job expectations C. Design in appraisal programme D. Performance Management E. Appraise performance F. Performance interview G. Archive appraisal data H. Use appraisal data for appropriate purposes 1
- (a) DCHGFABE
(b) HGFEDBCA
(c) ABCFGHDE
(d) ABCDEFGH
- 1.2.f When appraisals are made by superiors, peers, subordinates and clients then it is called _____. (CO2) 1
- (a) 360 degree feedback
(b) 180 degree feedback
(c) Self - appraisal
(d) None of the above
- 1.2.g Which of these is a major weakness of the forced distribution method? 1
- (a) Assumes that employee performance levels always conform to a normal distribution
(b) Work is reliable
(c) The error of central tendency
(d) None of the above

- 1.3.a Which performance appraisal methods consumes a lot of time? 1
- (a) Essay method
 - (b) Rating Scales
 - (c) Critical incident
 - (d) Tests And Observation
- 1.3.b On what parameter does the cost accounting method measures performance? 1
- (a) Based on merit
 - (b) Monetary returns the employee pitches to his/ her organisation
 - (c) Comparing workers performance with his colleagues
 - (d) Based on confidential report of the employee
- 1.3.c Which method is used for evaluating the performance of executives or supervisory positions? (CO3) 1
- (a) Psychological Appraisals
 - (b) Assessment Centres
 - (c) Behaviourally Anchored Rating Scales
 - (d) 360 degree feedback
- 1.3.d Which is the biggest challenge faced while conducting performance appraisal? 1
- (a) Evaluating performance of self - managed teams
 - (b) Presence of a formal appeal process
 - (c) Appraisals based on traits are to be avoided
 - (d) None of the above
- 1.3.e Which of these is an alternate to job evaluation? 1
- (a) Wage survey
 - (b) Employee classification
 - (c) Decision Bank Method
 - (d) None of the above
- 1.3.f An effective performance management system seeks to align with the goals, values, and initiatives of the organization. 1
- (a) corporate strategies
 - (b) employee contributions
 - (c) organization culture
 - (d) compensation
- 1.3.g Why are expectations an important factor in the success of a performance management system? 1
- (a) High expectations can lead to substandard performance.
 - (b) Low expectations provide realistic goals for employees.
 - (c) Most people will meet or exceed known expectations.
 - (d) Big expectations can expand small performance gaps.
- 1.4.a What is the alternate name for incentives? (CO4) 1
- (a) Gratuity
 - (b) Paid holidays
 - (c) Payments by result
 - (d) None of the above
- 1.4.b Match the following components of remuneration with their inclusions - I. Fringe Benefits --
----- A. Stock option II. Job Context ----- B. Challenging job responsibilities III.
Perquisites ----- C. Group Plans IV. Incentives ----- D. Medical Care 1
- (a) I-D, II-B, III-A, IV-C

- (b) I-B, II-A, III-C, IV-D
(c) I-A, II-C, III-D, IV-B
(d) I-C, II-B, III-D, IV-A
- 1.4.c Which are the three types of equities mentioned in the equity theory? 1
(a) Internal
(b) External
(c) Individual
(d) All of the above
- 1.4.d Which of these is a consequence of pay dissatisfaction? (CO4) 1
(a) Strikes
(b) Grievances
(c) Turnover
(d) Job dissatisfaction
- 1.4.e Rearrange the steps mentioned in a remuneration model. A. Pay survey B. Job evaluation C. Pricing jobs D. Job hierarchy E. Job description 1
(a) ABCDE
(b) DCBEA
(c) EBDACE
(d) ACDB
- 1.4.f Under which conditions does skill - based pay system work well? 1
(a) Employee turnover is relatively high
(b) To set minimum wages for workers whose bargaining position is weak
(c) To abolish malpractices and abuses in wage and salary payments
(d) None of the above
- 1.4.g Arrange the following steps in the job analysis process in a chronological order. A. Gather information B. Job specification C. Strategic choices D. Process information E. Job description 1
(a) ABCDE
(b) CADEB
(c) CBADE
(d) EDCBA
- 1.5.a Which of the below given options is a pre - requisite for an effective incentive system? (CO5) 1
(a) Increased need for planning
(b) Co-operation of workers
(c) Management's commitment to the cost and time necessary to administer incentive schemes
(d) All of the above
- 1.5.b In _____, bonus paid to a worker is equal to 50% of time saved multiplied by rate per hour. 1
(a) Rowan Plan
(b) Barth Scheme
(c) Bedaux Plan
(d) Hasley Plan
- 1.5.c What is the percentage of bonus received by a worker against the number of points earned? 1
(a) 0.5
(b) 0.75

- (c) 0.25
(d) None of the above
- 1.5.d Prevailing market rate is also known as :- 1
(a) Fair wage
(b) Living wage
(c) Comparable wage
(d) Minimum wage
- 1.5.e Which of the following is (are) used to compensate major executives? 1
(a) Straight salaries
(b) Bonuses
(c) Profit sharing
(d) All of the above
- 1.5.f Time rate system at ordinary level is suitable where :- 1
(a) Quality of output is of great importance
(b) Quantitative measurement of work is not possible
(c) Production unit is small
(d) All of the above
- 1.5.g In co-partnership Incentive system, there is division of :- 1
(a) Labor
(b) Surplus profit
(c) Both (A) and (B)
(d) None of the above

SECTION B

10 X 3 = 30

2. Answer any TEN of the following:-

- 2.1.a Define KSA with a suitable example 2
- 2.1.b Explain any 2 KPI for Recruitment process. 2
- 2.2.a Give 2 differences between Performance appraisal and Performance management. (CO2) 2
- 2.2.b Define the term Balanced Score Card. 2
- 2.2.c List down the drawback of Field Review Method. 2
- 2.3.a Differentiate between potential appraisal and performance appraisal. 2
- 2.3.b Define the concept of Competency. 2
- 2.3.c Define succession planning. 2
- 2.4.a Enlist some factors that influence Wage Differential. 2
- 2.4.b Enlist some methods of job evaluation. 2
- 2.5.a Write any four objectives of Equal Remuneration Act, 1976. 2
- 2.5.b Write a short note on fringe benefits. 2