

<p style="text-align: center;">VPM's DR VN BRIMS, Thane Programme: MMS (2021-23) Third Semester Regular Examination February 2023</p>					
Course Name: Competency-Based HRM and Performance Management			Course Code		MMS – H -306
Roll No.			Marks		60
Total No. of Questions		6	Duration		3 Hours
Total No. of printed pages		3	Date		10-02-2023
Course Outcome Statements:					
<p>CO1: Recall the key terms associated with the concept of Competency-based HRM and Performance Management</p> <p>CO2: Understand & Relate the concepts of competency model development, Assessment centre tools & changing trend in Performance Management with Industrial practices</p> <p>CO3: Apply the learnings from the Assessment Centre and Performance Appraisal activities in different business scenarios</p> <p>CO4: Analyse the industrial issues in Competency-based HRM approach and ethical issues in Performance Management</p> <p>CO5: Evaluate practices in competency mapping, Reward based performance management & Performance Consulting with appropriate recommendations</p>					
Instructions: -			Marks	BL	CO
Q. No 1 (All Questions are Compulsory)					
Q. No.		Questions			
Q. 1		Case/Case-let Study (500-800 words)			
		<p>First India BPO was started in the year 2000 by Chandran, a first generation entrepreneur and the chief executive officer (CEO) of the company. Initially, the company provided non voice based services to its clients in Australia. However , the real breakthrough came when the company bagged a 300 FTE (Full time equivalent employees) voice based call support contract for an Australian health care business solution provider</p> <p>The employees were supposed to answer the incoming calls and address the customer’s queries on insurance coverage, claims status and also sell the insurance products in case the customers evinced interest to take an enhanced coverage.</p> <p>The company was able to manage the performance in the non voice based business as the employees were only required to fill in the customer insurance application forms on the system, based on the scanned filled in forms received. However the company found trackeling and appraising the performance of employees in the voice based business, a different ball game altogether.</p> <p>Chandran called his HR manager and advised him to develop an appraisal framework to manage and review the performance of the employees. The HR manager arrived at the following framework for performance appraisal after conducting Job analysis and holding a series of discussions with the operations manager</p> <ol style="list-style-type: none"> 1. Employees would state the generic goals and objectives at the beginning of the year 2. Employees would record their daily performance on the following metrics <ul style="list-style-type: none"> ✓ Average hold time for the customer ✓ Revenue per hour (RPH) ✓ Number of calls per hour ✓ Average Handle Time (AHT) ✓ Customer Satisfaction Rating <ul style="list-style-type: none"> • Employees would capture the aforementioned details on a daily 			

		<p>basis. The team leaders (the first line managers of employees) would randomly audit these details to check their authenticity</p> <ul style="list-style-type: none"> • Managers would appraise the employees on a monthly basis through one to one meetings • Managers would evaluate the employees on all the aforementioned parameters. • The company would coach and counsel employees on career development aspects • The company would rate employees on a performance scale of 1-5 as follows. Rating 1 – Excellent Rating 2- Very Good Rating 3 – Good Rating 4 – Satisfactory Rating 5 – Needs improvement <p>The company would place the employees with ratings of 4 & 5 on a performance improvement plan (PIP) of one month to coach and mentor them for better performance At the end of the one month, if the performance improved on all parameters, the company would pull out employees from the PIP. If the employee performance does not improve at the end of the month, the company would extend the PIP by another one month.</p> <p>If the performance improves by the end of the extended month, the company would pull out employees from the PIP. If there is no improvement they would be put on a disciplinary action process. At the end of the enquiry process, if it is established that in spite of all the required support, there is no improvement, the company would give the employees an option to resign or it would terminate them.</p>			
	a.	Briefly analyse the Performance appraisal process at First India BPO. Do you think the performance appraisal process is employee friendly? Please comment.	6	Level 4	CO4
	b.	Recommend improvements in the cited process.	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	Performance consulting is a systematic and data-driven process. Defend the statement with suitable example.	6	Level 5	CO5
	b.	Performance based pay system benefits employer as well as executives. Justify the statement.	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	<p>The organization Lead Infra Limited , a part of textile industry wants to reduce the unproductive manpower as one of the strategy for cost cutting . For the same purpose the organization is actively involved in the establishment of ideal performance management system on the basis of which the decisions of lay off will be taken.</p> <p>While processing for the same, the management is coming across an ethical dilemma. The list includes 3 senior employees who will be retiring within 6-7 months who are absolutely not contributing currently. On the other hand there are 3 new employees who were confirmed 6 months before, after the completion of 6 months probation period who are lagging in their performance.</p> <p>While taking decision on this, point not covered by the management is both categories of employees were not given feedback regarding their expected performance.</p> <p>Analyse above case and give your recommendations.</p>	6	Level 4	CO4

	b.	Classify the average performers from best performers by using competency based HRM approach. Also discuss what issues can an organization face while using competency based HRM approach.	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	Apply competency mapping and suitable tool of assessment centre while hiring a candidate for the position of HR Analyst.	6	Level 3	CO3
	b.	Applying the concept of performance appraisal review, as a reviewer prepare a checklist needed to ensure that requirements in performance review process are fulfilled.	6	Level 3	CO3
	c.	Identify an appropriate approach to measure the performance in following scenarios 1. Poor results are due to causes beyond the performer's control 2. Worker's are skilled in the needed behaviours 3. Outcomes occur in the distant future	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Explain the following steps which are carried out during development of competency model from scratch- 1. Determining data collection methodology 2. Conducting interviews and focus groups for collecting data 3. Performance Job Observations 4. Analysing data and developing an interim competency model	6	Level 2	CO2
	b.	Compare Performance Appraisal and Performance Management System? Explain the transformation of PA to PMS with relevant corporate examples.	6	Level 2	CO2
	c.	Explain the managerial competencies which will contribute to the Industry in 21 st century	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	How 360 degree appraisal work as an employee development Tool? What are the advantages and disadvantages of 360 degree feedback?	6	Level 1	CO1
	b.	What is competency? Which factors generated a need of competency mapping?	6	Level 1	CO1
	c.	What are the sources of competency information ?	6	Level 1	CO1