

VPM's  
DR VN BRIMS, Thane  
Programme: MMS (2013-15)  
Third Semester Examination October/November 2014

<b>Subject</b> MMS-III HR		<b>Competency and Performance Management (CPM 03)</b>	
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	03-11-2014

**Note:** Q1 is compulsory and solve any FOUR from the remaining SIX questions.

**Q1) 20 Marks (Compulsory)**

**Case Study: Employee Competencies**

Here's a sample case study on employee competencies that was used with Human Resource (HR) and Training Education Managers to help them understand the implication of employee competencies. It was used to help clarify concepts after a presentation on the background of competencies, and how organizations are using them to help position themselves to reach their strategic goals.

**Case Background:** This case is designed to provide some clarification on the role of competencies, and provide the opportunity to share learning and insights with each other.

**Case:** You are the Organizational and Employee Development Manager for Southern, a well known furniture retailer.

Starting as a one store, small town based operation in the late 1800's, Southern evolved into a 200 store chain in the early 90's, with stores located throughout the Mid to Upper South. The key to Southern's success occurred as a result of key marketing strategies that: 1) put stores in areas of high growth; and 2) employed certain core business competencies. In Southern's case, it was the combination of the ability to combine an expertise in interior decorating with sale of high end furniture. This clearly distinguished Southern from its competition, which relied mostly on walk in customer trade and retail sales without regard to real customer need. Southern, on the other hand, was quick to send someone to your house to help with your selection of furniture that fit with your interior decorating needs.

Southern relied heavily on their Store Managers to ensure a consistency of application of the core competencies in each of the locations. For the Store Manager, the traditional way of distinguishing good performance was someone who ran the store according to policy, made sure it was well stocked, that competent retail sales people and interior decorating reps were hired and trained, and that the weekly store advertising was correct and placed in the appropriate newspapers.

In the last several years, however, things are changing rapidly. There has been a marked slowdown in housing construction in many of Southern's major markets. What's more, customer tastes and preferences seemed to have changed. Faced with new opportunities for buying— catalogues, TV, Electronic Shopping Malls, etc.—and new economic pressures and uncertainty, the customers just don't seem to be the same. Sales volume and margins have slipped significantly as of late.

Knowing this, Southern's CEO senses the need for significant change. "We've got to become more competitive, more strategic," he maintains. "We need to rediscover our customers, and meet their needs in today's market".

Recently, the CEO and the Director of Human Resources attended a conference on positioning the organization for change. One of the topics that got them the most excited, and at the same time the most confused, was on employee competencies. Coming back from the conference, the Director of Human Resources calls you in and says, "I need to understand the implication of all this employee competency stuff, and how it can help us become more competitive. Take a stab at it and let me know what you come up with by the end of the week."

**Answer following questions:**

1. Using the above as background and learning's from the background on competencies, write a plan for how to deal with this problem. Consider such issues as:
  - Are competencies relevant?
  - What value could they add in helping position Southern's employees for success?
  - What is the link with the principal business challenges?
2. Consider the Store Manager's position and the challenges they face. What are some general competencies that might apply in the new environment? How do they contrast with the traditional competencies needed for superior performance?
3. What key learning's can you see that can be used in your own organizations, and the changes they face?
4. Prepare a short report to share what you've done, and insights you've gleaned with the larger group.

**Attempt Any FOUR from the Remaining SIX Questions**

**Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Discuss the difference between performance management and performance appraisal.
- b) Briefly discuss the commonly used performance measurement methods and forms.
- c) List and briefly discuss the purposes for performance appraisals.

**Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) What are the various objectives of competency mapping?
- b) Write in brief about Iceberg model of Competency Management.
- c) Explain interface between Competence and Competency.

**Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Write in brief about the various benefits of using Competency Approach.
- b) Write in brief on Competency-Based Performance Management
- c) Write short note on 'Rater errors in performance measurement.'

**Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

**Write short notes on:**

- a) MBO
- b) BEI
- c) BARS

**Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) You are in charge, and you want to evaluate a group of assembly workers. Who would you choose as the evaluator(s)? What about an evaluation of the director of operation? Explain your answer.
- b) Do you agree that performance appraisals should be discontinued in companies? Defend your answer.
- c) What would you do as the manager in order to make sure that your employees knew the standards that they would be evaluated against? Explain your answer.

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Explain in detail the process of implementing PMS.
- b) Explain Career Management and Career Counseling.
- c) Write in brief on Performance Appraisal Documentation.