

CPM 03

HIR
Competency &
performance appraisal
16/10/08

Roll No. _____
Total No of. Questions: 4
Duration (hrs): 3

Total No. of printed pages : 1
Maximum Marks : 60

Note : All questions are compulsory.

Q.1 What is Competency? State its characteristics. Explain the various levels of competency. 15

(OR)

Define Assessment Centres. Explain the various stages of Assessment.

Q.2 What is Performance feedback? State and explain the various factors to be taken into Consideration to bring about effectiveness in performance feedback. (15)

(OR)

What are the benefits of Career planning & development? Is the concept of career planning & Development realistic in today's rapidly changing environment? Explain.

Q.3 Write Short Notes. (Any four) (20)

1. Designing Competencies Dictionary.
2. Role of Assessors in an Assessment Centre.
3. Procedure of conducting BEI.
4. Problems of Performance Appraisal.
5. 360 Degree Appraisal .
6. Process of performance Appraisal.

Q.4 Read the case carefully and answer the questions based on the case.

Suresh Naik has been working with Atul Chemicals as an electrical engineer for past 20 year. He has been recently promoted to managerial cadre. His new position is engineering design service manager. He has 25 engineers from all disciplines reporting to him.

The unit has not been doing well for past 3 years. Morale and performance are at an all time low. During past 3 years, productivity has fallen by 20 percent, absenteeism has risen by 15 percent and job related injuries have also risen slowly.

Suresh after studying and analyzing situation feels and suspects that the problem has been caused by the misuse of the performance appraisal system on the part of the previous manager Mr. Niles Verma. The workers are rated annually on a five point graphic rating scale on the following job dimensions.

- a) Safety.
- b) Ability to work with others.
- c) Contribution to long term growth of the company.
- d) Contribution to productivity.
- e) Cost Control.
- f) Attendance.

During last 3 years Niles gave each employee a 'satisfactory' (3) rating on all six dimensions. Based on what Suresh has observed during last 3 months, after taking over the position as manager, that ratings are erroneous. Some engineers have quickly reached to level of outstanding performers, when they were clearly unsatisfactory.

Questions:

- 1) List the important facts of the case and explain the main problems of the existing performance appraisal system. (5)
- 2) If you are appointed in place of Suresh how would you handle the given situation. (5)