

VPM's
DR VN BRIMS, Thane
Programme: MMS (2015-17) (H.R.)
Third Semester Examination September 2016

Subject	Competency based HRM		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages		Date	21.10.2016

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

Q1) 20 Marks (Compulsory)

a) Attached is a behavioral event interview (relating to managing change) with the Chief Executive of an oil company based in India. Following is the text from an interview of the Chief Executive. You are required to -

- i) underline statements, which reflect competencies;
- ii) identify the competency against each statement;

Text of the interview ---

The most important thing was the realization that the Indian customer wants pure, unadulterated diesel or petrol. This came from the visioning exercise with staff and managers. The staff wanted to achieve customer satisfaction. Market survey showed that this is the key issue in the mind of the customer.

The crux of the issue was that the dealer who makes a lot of money by adulterating the products, will lose money, and the same dealer is expected to sell the concept to the customer "pure for sure".

Some of our staff were beaten because they encroached on the vested interest of the dealers who were selling adulterated products. Hence, though they would agree, in reality they would not come forward. Hence it was important that we had to attack the single issue of adulteration.

We had a series of informal meetings at various levels and I continuously emphasized through my communications that we had no choice but to introduce this initiative "pure for sure", if we had to win over our customers.

Whenever the staff would say something, I would stop to find out what they say, what they do and why they do it. Then, I would tell them "I am here to support you, if there is any problem, you can call me directly".

Even though sometimes I felt a little low, I was confident that if the staff could be fully motivated and if the staff could know how vital this is for the success of the company, they will come forward and do the job.

The business unit head (BUHead) said, "I am prepared to do it, if you give me the support, and I am happy that at last somebody is coming forward to convince the staff". Then the BUHead said, "We have to take police protection, and if police protection is not possible then we have to create awareness among the public that we are the only company which is doing something for purity in petroleum products".

I liked the idea of the BUHead and suggested we should go ahead and try it out at one outlet only, so that our staff learn that this can actually be made possible.

The next step was to introduce this at one outlet. The BUHead went to that outlet, along with his staff, and started informing the public that at this particular outlet the product was unadulterated. Once this was done, sales picked up tremendously, and people started coming to this outlet because it was the only outlet where unadulterated products were being offered.

However, we were breaking the ice at one place (dealer), but at other places, other dealers were opposing because the spot light now turned to their activities of adulterating products.

One of our staff members was harassed by the police. I assured him that the company will do everything to protect him. He said that if the company was supporting him, he will be willing to take the risk of facing the anger of the dealers.

The BUHead informed me that one of our staff members had been physically attacked. We immediately took a press conference along with the police and informed the press which prominently displayed the news item on the front pages. This news highlighted the determination of the company to provide pure products and attack the problem of adulteration of petroleum products.

We terminated two dealers by catching them red-handed. This message went down very strongly with all the dealers. The confidence of our staff members increased greatly. They be-

gan to understand that the company meant business. We also opened new outlets where we started advertising “Pure for sure” and sales increased at these outlets.

To implement this across thousands of outlets across the country, we require staff members to be committed to the Change Management Process. Our effort to make a success story at one outlet created confidence of staff members who volunteered to support the process across the country.

Automatically, all other dealers came to us and requested us to advertise “Pure for sure” at their outlets. This way, the Change Management process of transforming the earlier environment of adulterated products was a success due to proper communication, confidence building with the staff, and decisive action from the company.

Attempt Any FOUR from the Remaining SIX Questions

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

a) Based on the various definitions of different authorities, how would you arrive at a single definition of “Competency”. Kindly elaborate on the definition.

b) What are the two distinct meanings which emerge from the definition of “Competency”?

c) Describe the Iceberg Model of Competencies in detail, along with the diagram. Give a detailed explanation of how you can apply the Iceberg Model of Competencies to daily work.

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

a) Define at least five competencies from among the various types of competencies.

b) What is competency mapping?

c) What are the various methods of Competency Mapping?

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

a) Explain what is meant by role set. Who are the members of the role set?

b) Explain in detail what is meant by Role Set Based Competency Mapping (RSBCM). Explain the various steps involved in the RSBCM methodology of Competency Mapping.

c) What is meant by competency levels? Describe each level.

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

a) Describe the different levels of competencies in **any three** of the following competencies – (a) Oral communication, (b) Written communication, (c) Financial management, (d) Human Capital Management, (e) Problem solving, (f) Accountability, (g) Team building, (h) Developing others.

b) Create a Competency Dictionary by defining **any three** of the following competencies as well as identifying the behavioural indicators for the following competencies – (a) Analytical thinking, (b) Communication, (c) Customer focus, (d) Decision making, (e) Developing others, (f) Ethics and integrity, (g) Influencing others, (h) Initiative, (i) Interpersonal skills, (j) Planning and Organizing, (k) Relationship building, (l) Team work.

c) Explain what is meant by a competency model. What are the benefits of competency models?

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

a) What are behaviour indicators? How can we identify behaviour indicators?

b) Explain what is meant by Behaviour Event Interview (BEI)? Explain the various steps in BEI.

c) Explain what is meant by Competency Assessment. What are the competencies that can be assessed through (a) Role play, (b) Group discussion, (c) Behaviour event interview.

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

a) Describe in detail the competencies, and behaviour indicators at the level of the company, function, and different roles in a hospital, and also draw out an organization chart of a hospital, demarcating the roles in the chart.

b) Describe in detail the competencies, and behaviour indicators at the level of the company, function, and different roles in a travel and tourism industry, and also draw out an organization chart of a travel and tourism industry, demarcating the roles in the chart.

c) Describe in detail the competencies, and behaviour indicators at the level of the company, function, and different roles in a management institute, and also draw out an organization chart of a management institute, demarcating the roles in the chart.