

**VPM's**  
**Dr. VN BRIMS, Thane**  
**Programme: MMS (2017 – 2019) (HR)**  
**Third Semester Examination – October 2018**

<b>Subject</b>		<b>Competency Based HRM &amp; Performance Management</b>	
<b>Roll No.</b>		<b>Marks</b>	<b>60</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>	<b>2</b>	<b>Date</b>	<b>3.11.2018</b>

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub questions and each sub question would carry 05 Marks. Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub questions.

**Q1 20 Marks (Compulsory)**

**Read the following Case Study and attempt all the Questions.**

Selection and placement are the two most critical decisions that all organizations make. Like other organizations, various inputs such as competence tests, personality assessments, letters of recommendations, interviews, and so on lead Jet Airways also to the final decision. Besides, Jet Airways follows a unique and unconventional selection process. One classical example of such process is the case of highly qualified and experienced pilot who was interviewed for the position of cockpit in the late 1990s. He was duly certified to fly all of the aircraft in the Indian territory or inventory. He enjoyed quite good letters of recommendation as well. He also presented himself very well. He had an excellent and impressive interview with a panel of six pilots from Jet Airways, Air India, and Indian Airlines. The panel gave him Consensus for reviews. The promising pilot assumed his competence and expertise alongwith his relationship with peer group constitute his power base.

Jet Airways has a unique organizational culture to it where all people regardless of job description and roles are considered important. For example, unlike other organizations having a HR Department, Jet Airways has a "People Department". People in Jet Airways has their own influence over selection decisions.

For that matter, the Travel Agent who booked the pilot's flight from Kolkatta to Mumbai had his input into the final decision in pilot's selection. Similarly, the coordinator who arranged the pilot's interviews also contributed his input into the final decision. The receptionist who received the pilot at Mumbai, for his scheduled interviews had her own say in the final decision of pilot's selection. What it does mean is power at Jet Airways is in the hands of the people working in it.

However, the pilot failed to obtain the job at Jet Airways despite his recognized competence as a pilot, his strong recommendations, and quite high grades awarded by the panel of six pilots. These factors were undoubtedly very much in his favour. But he was rude to the travel agent who booked his air ticket from Kolkatta to Mumbai. He was not polite to the coordinator who arranged his schedule of interviews in Mumbai. Finally, he failed to be polite to the receptionist when he arrived for his interview in the Head Office of Jet Airways at Mumbai. What happened? Three strikes and he was out.

**Questions:**

- 1.1 What made the pilot fail the job in Jet Airways?
- 1.2 What lessons, as a prospective job seeker, will you draw for yourself from this Case?

**Attempt Any Four out of the Remaining Six Questions**

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

- (a) Explain competency and differentiate between competence and Competency?
- (b) Explain competency dictionary?
- (c) How is it useful to organizations in competency mapping?

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

- a) How different is competency-based performance management from KRA-based Performance management system?
- b) Discuss the benefits in extending competency approach to performance management system?
- c) Can a competency-based performance management system create an acceptable equity? If yes, how it can create?

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

- a) Often traditional form of compensation management leaves employees dissatisfied with their compensation? Comment.
- b) Can a competency-based compensation system create an acceptable equity?
- c) If yes, how it can create?

**Q.5 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks**

- (a) Explain Performance Appraisal. Briefly state its importance and objectives.
- (b) Discuss how the performance measurement criteria are selected in an organization?
- (c) Discuss integrated performance management systems

**Q.6 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks**

- (a) What are the important ethical dilemmas faced by the managers in evaluating the Performance of employees?
- (b) How can such dilemmas be addressed?
- (c) Discuss the ethical perspectives of performance management systems.

**Q.7 Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks**

**Discuss any two of the following**

- a) Performance Consulting
- b) Behavioral Event Interview
- c) 360 degree Feedback System
- d) Performance Management and Reward System
- e) Competency based Pay and rewards