

VPM's
DR VN BRIMS, Thane
Programme: MMS (2018-20) (HR)
Third Semester Examination October 2019

Subject	Competency based HRM and Performance Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	24.10.2019

	Instructions:-	Marks
	<ul style="list-style-type: none"> • Q. No 1 is compulsory. • Attempt Any Four from the Remaining Six Questions. • Figures to the right indicate marks in full. 	
Q. 1	<p>Case/Case-let Study (500-800 words)</p> <p>As the production supervisor for a company, Allan was generally well regarded by most of his subordinates. Allan was an easy-going individual who tried to help his employees in any way he could. If a worker needed a small loan until payday, he would dig into his pocket with no questions asked. Should an employee need some time off to attend to a personal problem, Allan would not dock the individual's pay; rather, he would take up the slack himself until the worker returned. Everything had been going smoothly, at least until the last performance appraisal period. One of Allan's workers, Bill, had been experiencing a large number of personal problems for the past year. Bill's wife had been sick much of the time and her medical expenses were high. Bill's son had a speech impediment and the doctors had recommended a special clinic. Bill, who had already borrowed the limit the bank would loan, he had become upset and despondent over his general circumstances.</p> <p>When it was time for Bill's annual performance appraisal, Allan decided he was going to do as much as possible to help him. Although Bill could not be considered more than an average worker, Allan rated him outstanding in virtually every category. Because the firm's compensation system was heavily tied to performance appraisal, Bill would be eligible for a merit increase of 10 percent in addition to a regular cost-of-living raise.</p> <p>Allan explained to Bill why he was giving him such ratings, and Bill acknowledged that his performance had really been no better than average. Bill was very grateful and expressed this to Allan. As Bill left the office, he was excitedly looking forward to telling his friends about what a wonderful boss he had. Seeing Bill smile as he left gave Allan a warm feeling.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. From company standpoint, what difficulties might Allan performance appraisal practices create? 2. What can Allan do now to diminish the negative impact of his evaluation of Bill? 	20
Q. 2	Answer Any two from the following.	5x2 = 10
	a. Every human have different competencies skills, elaborate explaining the types of competency?	
	b. A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results, is called as competency mapping,	

		elaborate on the above statement	
	c.	What could be the possible guidelines for good performance management system in an organization?	
Q. 3		Answer Any two from the following.	5x2= 10
	a.	The primary goals of a performance evaluation system are to provide an equitable measurement of an employee's contribution to the workforce, produce accurate appraisal documentation to protect both the employee and employer, and obtain a high level of quality and quantity in the work produced. Explain?	
	b.	"Alignment of all performance dimension result in well set strategies." Elaborate.	
	c.	Can you explain different performances appraisal methods?	
Q. 4		Answer Any two from the following.	5x2 = 10
	a.	Performance counseling is the heart of the performance management system. Do you agree?	
	b.	Launching competency mapping from the scratch, though pain staking and resource intensive effort is till worthy exercise from the benefits point of view. Is this statement valid?	
	c.	Design a reward system for any organization?	
Q. 5		Answer Any two from the following.	5x2 = 10
	a.	BEI is an important tool for measuring and mapping competencies, explain?	
	b.	Performance Review is very important part of Performance Management system, Explain giving examples?	
	c.	Elaborate on ethical issues in performance management system of an organization?	
Q. 6		Answer Any two from the following.	5x2 = 10
	a.	Identify competencies required for the position of Senior Manager for the company called as Bandhej Fashions which deals with designer garments (male & female) accessories, etc. and has outlets in major cities of the country	
	b.	Critical incident techniques cannot be used for competency identification since it is difficult to position observers when critical incidents happen since such incidents happen spontaneously. Do you agree with this statement? If you agree what should be done to use this method. Explain why is it so, if you disagree?	
	c.	What can be the possible issues relating to competency models?	
Q. 7		Answer Any two from the following	5x2 = 10
	a.	Design Performance Appraisal System of any hypothetical company	
	b.	Many managers are poor in performance counseling skills. Does it impact the performance managing adversely?	
	c.	What guidelines need to be followed for making competency dictionary?	