

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2018-20)
PGDM Trimester V Examination January 2020

Subject	Competency & Performance Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	7.01.2020

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

Q1) Case Study

20 Marks (Compulsory)

Guardian Angels Logistics Ltd. is a transportation company headquartered in Bengaluru with around 130 trucks, 5 hubs, 40 regional centers and over 250 employees spread across south and central India. The entire operations including the transportation (loading, unloading vehicle and driver allotment) and fleet maintenance activities are controlled by a team of 15 core managers, supervised by senior HR & Operations managers from the HQ at Bengaluru. The 15-member strong core team has a bi-annual performance appraisal system. In this system, the performance of the core managers are evaluated & rated and the manager with top rating is given incentives or other perks for a period of 6 months, after which the ratings are reevaluated. The rating criteria are kept confidentially and are done by the senior managers. The practice has been highly successful so far. Devyani & Kishore are part of the core management team. Devyani has been the part of company for a year and has been having an impeccable record since beginning of the year, with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the performance appraisal ratings, which she lost my meagre margins in previous year. Kishore on the hand, is a newly recruited, 'not-so-perfect' employee, with multiple late entries, some flaws in handling routine affairs. His position in the performance ratings has been behind that of Devyani. However, Kishore handled some crisis situations (where there was unexpected happening such as accidents & other emergencies) meticulously and has saved the company from almost sure negative fates. This improved his ratings multifold. When the performance appraisal ratings were announced, Kishore bagged the top position and got incentives & perks for the next 6 months. This did not go well with Devyani. "I was here every day without fail and have given so much for the company. Yet they think some lazy fellow deserves better than me. May be it's because I am a woman! I cannot continue here anymore, I am leaving!" Devyani immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

Questions:

1. Assuming the position of Senior HR manager, supervising the core management team, how would you handle the situation?
2. What do you think is the problem in the company? What all changes would you suggest?
3. Suggest a suitable title to the Case

Attempt Any FOUR from the Remaining SIX Questions

Q2)

- a) "Always treat your employees exactly as you want them to treat your best customers." Explain the statement with reference to managing employee's performance.
- b) What are generic competencies? Give few examples.

Q3)

- a) Design a reward system for sales executives of Big bazaar.
- b) Define competency mapping. What are the steps involved in competency mapping?

Q4)

- a) What according to you should be the competency required for an Accounts Head of a Manufacturing Company.
- b) What are the hindrances if the PM systems are not implemented?

Q5)

- a) How does MBO help in achieving performance of employees?
- b) Design a competency model for a start-up who has not more than 10 employees.

Q6)

- a) How have the roles of HR been evolved over the time? Explain at least 1 role with respect to HR model of competency.
- b) Design an ideal performance management system for a HR consultancy.

Q7)

- a) What are assessment centers and how do they help in identifying competency?
- b) Explain the role of structure in determining the performance of an organization?