<table>
<tr><td colspan="6" align="center">VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Third Semester Regular Examination January - February 2024</td></tr>
<tr><td>Course Name:</td><td>Competency-based HRM & Performance Management</td><td>Course Code</td><td colspan="3">H-306</td></tr>
<tr><td>Roll No.</td><td></td><td>Marks</td><td colspan="3">60</td></tr>
<tr><td>Total No. of Questions</td><td>6</td><td>Duration</td><td colspan="3">3 Hours</td></tr>
<tr><td>Total No. of printed pages</td><td>2</td><td>Date</td><td colspan="3">02-02-2024</td></tr>
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Course Outcome Statements:

CO1 RECALL the key terms related to components of performance management and competency development for employee assessment.

CO2 EXPLAIN various models and theories of performance management & competency development.

CO3 IDENTIFY factors affecting Employee Performance and competency mapping in an organization.

CO4 ANALYZE various tools for performance assessment and competencies required for present and potential future job roles at various levels in the organization.

CO5 ASSESSING organizational performance management systems with the best practices and mapping of competencies.

Instructions: -			Marks	BL	CO
Q. No 1 (All Questions are Compulsory)					
Q. No.		**Questions**			
Q. 1		Case/Case-let Study (500-800 words)			
		The year 2020 has been unpredictable in more ways than one. People have adopted working remotely and organizations are considering a hybrid work model in the post pandemic work era. Engagement has also moved digital and organizations are struggling to keep up. And now 56% of executives have highlighted employee performance as major area of concern. This is not surprising as evaluations are often based on a set of outcomes- goals & objectives. But during the pandemic, this output metric got significantly impacted (due to the crisis induced situation). This has left organizations scrambling to evolve their performance management systems. It is important to note that while appraisals may not have been possible for many organizations, performance measurement still needs to be a continuous process, as progressive performance practices go way beyond increments, ratings and promotions. They are imperative for employees to gather an understanding of their strengths and areas of development and subsequently map their career plans. Abandoning evaluations can lead to poor allocation of resources, unjust work delegations and unwise business decisions. There is also a loss in communication that occurs from the lack of consistent feedback. *Source: Article taken from ET HR, Manish Wadhwa, CHRO, Cardekho Group.*			

	a.	**Examine** and list the challenges faced by HR in measuring the performance of an employee with respect to the case.	**6**	**Level 4**	**CO4**
	b.	**Recommend** a performance management system that the organizations should follow considering the situation mentioned in the case.	**6**	**Level 5**	**CO5**
Q. 2		Answer **Any one** from the following.			
	a.	"Does competency mapping play an important role in succession planning within an organization" **Evaluate** the statement	**6**	**Level 5**	**CO5**
	b.	"Some of the so-called modern industries still follow traditional techniques of performance appraisal" Do you agree? **Defend** the statement	**6**	**Level 5**	**CO5**
Q. 3		Answer **Any one** from the following.			
	a.	**Assume** you are a HR manager who has a team of 8 employees. 2 of your employees have not performed as per the expectation and KRA's stated. It is the time for performance review, suggest how would you conduct this discussion with those 2 employees during the review meeting.	**6**	**Level 4**	**CO4**
	b.	**Analyse** the use of 360 degree feedback in performance assessment of customer care executive of a retail company also share an example in which you would recommend the use of 360 degree feedback to be effective.	**6**	**Level 4**	**CO4**
Q. 4		Answer **Any two** from the following.			
	a.	**Identify** the competencies required for HR recruiter of an IT company	**6**	**Level 3**	**CO3**
	b.	Imagine you are HR Manager in a growing tech start-up company. The company is expanding rapidly and retention has become a priority. **Identify** and suggest a reward & recognition system you would use to retain your top talent.	**6**	**Level 3**	**CO3**
	c.	**Identify** the factors which an organization should consider while developing a new performance management system.	**6**	**Level 3**	**CO3**
Q. 5		Answer **Any two** from the following.			
	a.	**Explain** the dangers of poorly implemented Performance Management System?	**6**	**Level 2**	**CO2**
	b.	**Explain** briefly the 5-level competency model.	**6**	**Level 2**	**CO2**
	c.	**Explain** any 3 modern methods of Performance Appraisal.	**6**	**Level 2**	**CO2**
Q. 6		Answer **Any two** from the following.			
	a.	What are generic competencies. Give few examples of the same.	**6**	**Level 1**	**CO1**
	b.	What is Performance Consulting and explain the role of consultant.	**6**	**Level 1**	**CO1**
	c.	What is an Assessment centre and how does it help in the process of performance management?	**6**	**Level 1**	**CO1**