<table>
<tr><td colspan="5" align="center">VPM's
DR VN BRIMS, Thane
Programme: MMS (2023-25)
Third Semester Regular Examination December 2024</td></tr>
<tr><td>Course Name:</td><td align="center">Competency-Based HRM and Performance Management</td><td>Course Code</td><td colspan="2" align="center">H306</td></tr>
<tr><td>Roll No.</td><td></td><td>Marks</td><td colspan="2" align="center">60</td></tr>
<tr><td>Total No. of Questions</td><td align="center">6</td><td>Duration</td><td colspan="2" align="center">3 Hours</td></tr>
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Course Outcome Statements:

CO1: Recall the key terms associated with the concept of Competency based HRM and Performance Management

CO2:.Understand & Relate Understand the theories related to the concept of competency based HRM and Performance Management

CO3: Apply the learnings from the competency based HRM and Performance Management in different business scenarios

CO4: Analyse the business issues with respect to Competency based HRM and Performance Management and give appropriate solutions for the same

CO5: Design a performance management process and competency model in line with the goals of an organization

CO6: Design a performance management process and competency model in line with the goals of an organization

Instructions: -	Marks	BL	CO
Q. No 1 (All Questions are Compulsory)			

Q. No.		Questions			
Q. 1		Case/Case-let Study			
		Innovators Pvt. Ltd. is a growing IT services company based in Bangalore, India. Over the past few years, the company has expanded rapidly, increasing its client base and employee headcount. With more than 400 employees now, the company faces the challenge of maintaining an effective and fair performance management system. The system includes quarterly appraisals, regular feedback sessions, and a rewards program that is meant to align individual performance with the company's goals. However, as the company has grown, certain practices within the performance management system have raised concerns among employees. Some employees believe that the process is not entirely fair and transparent. While the system is designed to provide feedback on strengths and areas for improvement, and to reward employees for meeting their goals, there are growing concerns that the way performance is assessed may not always be entirely objective. The company follows a structured approach for performance evaluations, but as with any system, its implementation has faced challenges. In certain departments, employees have noticed that performance ratings do not always seem to correlate with their actual contributions. Some employees feel that despite putting in long hours and delivering high-			

| | | quality work, their efforts are not properly recognized. This has led them to question the fairness of the system.

Additionally, there are instances where feedback provided to employees is not always constructive, and sometimes employees feel it is not given in a way that encourages growth. Some feel that feedback is either overly critical or vague, leaving them unsure about how to improve.

Another challenge is related to promotions and rewards. While promotions are tied to performance evaluations, some employees believe that other factors, such as personal relationships with senior management or team leaders, play a larger role in determining who gets promoted. This has led to dissatisfaction among those who feel they are overlooked despite their hard work and achievements.

In recent months, these concerns have begun to affect employee morale and motivation. Some employees feel demotivated by what they perceive as an unfair process, leading to decreased productivity and, in some cases, an increase in turnover. | | | |
|---|---|---|---|---|---|
| | a. | **Analyse** how company can address potential biases in performance appraisals to ensure fairness in evaluations? | 6 | Level 4 | CO4 |
| | b. | **Determine** actions can the company take to rebuild trust in the performance management system and make the process more transparent for employees? | 6 | Level 5 | CO5 |
| **Q. 2** | | Answer **Any one** from the following. | | | |
| | a. | MedCare Hospital, a renowned healthcare provider in India, has implemented a reward system to motivate its healthcare professionals, including doctors, nurses, and administrative staff. The system includes performance bonuses, recognition programs, and career development opportunities. As an HR manager at MedCare Hospital, how would you **assess** the effectiveness of the current reward system in motivating employees and ensuring alignment with the hospital's goals? | 6 | Level 5 | CO5 |
| | b. | In an organization, as a HR Manager **determine** the competencies required for the role of a Marketing Manager and align them with the job's responsibilities to ensure successful performance and employee development | 6 | Level 5 | CO5 |
| **Q. 3** | | Answer **Any one** from the following. | | | |
| | a. | **Examine** how HR managers can design and implement a Performance Management System (PMS) that effectively aligns with the company's strategic goals. **Analyze** how the system can incorporate employee feedback, address skill gaps, and improve employee motivation, while solving common challenges faced in performance management. | 6 | Level 4 | CO4 |
| | b. | As an HR manager at InMed Pharmaceuticals, **Analyze** the benefits and disadvantages of using an assessment centre to evaluate potential leaders. | 6 | Level 4 | CO4 |

Q. 4		Answer **Any two** from the following.			
	a.	**Identify** the key skills required for conducting an effective performance appraisal in an Indian workplace, considering cultural diversity, evaluation methods, and feedback techniques.	6	Level 3	CO3
	b.	In a company like SRL Logistics with a workforce of 5,000 employees, how can we **Apply** 360-degree feedback be effectively implemented to assess employee strengths explain the strengths and weaknesses of the same.	6	Level 3	CO3
	c.	In a situation where a marketing company is facing challenges with employee performance in meeting campaign goals, **explain** three effective approaches the HR manager can use to measure employee performance and identify areas for improvement	6	Level 3	CO3
Q. 5		Answer **Any two** from the following.			
	a.	**Explain** the steps in competency mapping in detail	6	Level 2	CO2
	b.	**Outline** the steps involved in performance management cycle.	6	Level 2	CO2
	c.	**Demonstrate** any 4 methods of assessment centres with the advantages and disadvantage s of the same	6	Level 2	CO2
Q. 6		Answer **Any two** from the following.			
	a.	**Define** Competencies using the ICEBERG model of competencies.Explain the types of competencies with relevant examples.	6	Level 1	CO1
	b.	**Recall** any 3 Methods of data collection mapping with advantages and disadvantages of the same	6	Level 1	CO1
	c.	**How** to develop competency models from the raw data?	6	Level 1	CO1