

USN

--	--	--	--	--	--	--	--	--	--

University Institute of Technology
Laxmi Narayan

08MBAHR343

Third Semester MBA Degree Examination, December 2010 Performance Management and Competency Mapping

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from the Q.No.1 to 7.
2. Question No. 8 is compulsory.**

- 1 a. Define performance management. (03 Marks)
b. Briefly elaborate the contribution of performance management system to any organization. (07 Marks)
c. Explain the dangers of a poorly implemented performance management system. (10 Marks)
- 2 a. Differentiate between task and contextual performance. (10 Marks)
b. Briefly explain the major contextual performance behaviours. (10 Marks)
- 3 a. Explain the concept of personal development plan. (03 Marks)
b. What are the characteristic features of a personal development plan? (07 Marks)
c. Elaborate the features of a 360 degree feedback technique. Mention the rationale for conducting a 360 degree feedback. (10 Marks)
- 4 a. Who is a performance consultant? What is his primary role in any organization? (03 Marks)
b. Illustrate the Factors affecting job performance. (07 Marks)
c. Explain the various types of performance dimensions. (10 Marks)
- 5 a. Compare and contrast competence and competency. (03 Marks)
b. What are the features of the competency method? Explain. (07 Marks)
c. Define the concept of competency. Elaborate the approaches to competency mapping. (10 Marks)
- 6 a. Mention the characteristics of corporate strategy. (03 Marks)
b. How do you map future jobs? (07 Marks)
c. Explain the tools used in competency identification and competency assessment. (10 Marks)
- 7 a. List the rationale of using a reportery grid technique. (03 Marks)
b. Briefly explain critical incidence interview technique. (07 Marks)
c. Elaborate the steps in conducting a behavioral event interview. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

CASE STUDY
“The Engineer’s Appraisal Blues”

Sreedhar is a R and D engineer with People Engineering Corporation, New Delhi. The company is into manufacturing and supplying of DG sets for large industrial applications. Over the 25 years of its existences, the company has earned a good name for itself. Sreedhar has been working for the company for the last five years. Ramani Garments has ordered for a 250 KV DG set for its Manesor factory. The DG set was manufactured, based on Sreedhar’s design and supplied to Ramani Garments on the scheduled date. The DG set was quite expensive and was out of the prized orders of People Engineering Corporation. Ramani Garments had hired a contractor for installing the DG set, but while doing so, he questioned the technical specifications of the DG set. Manager – maintenance of Ramani Garments swung into action and contacted People Engineering Corporation, for checking out the question posed by the contractor. People Engineering Corporation investigated the matter internally and found that Sreedhar had made a mistake in a basic calculation, which had resulted into a faulty design specification.

Mr. Gurmeet Singh, the vice president, of People Engineering was called by the CEO, to discuss about the error in design specification. The CEO was upset and he said – “What’s wrong with our engineering department? Remember last time you signed the contract carelessly and we ended up paying Rs.5 lakh as penalty. If your department functions like this, then very soon this company will go bankrupt”. He advised Gurmeet to look into all alternatives to solve the error. Gurmeet felt bad, called Sreedhar immediately into his cabin and said “You committed a blunder and it is going to cost the company very dearly”. Sreedhar explained what had happened and why it went wrong. The discussions ended inconclusively. Few days later, Gurmeet received a note from HR department, stating that Sreedhar’s performance appraisal is due at the end of the month. Gurmeet thought that this would be an good opportunity to highlight Sreedhar’s poor performance. He called Sreedhar into his cabin and said “Come and have a seat. It’s time for your annual performance appraisal. Therefore I wish to speak to you on this. As you know, your performance has been deteriorating, day by day and it seems that you are now committing bigger mistakes. This cannot continue. I will not tolerate poor performance in my department”.

“Oh! I thought I am doing well. Remember the Hariom Enterprise Case; you received a letter from the CEO that my design specification, had saved a lot of money and earned a praise”, said Sreedhar. “Well, that was meant to encourage you. I did not really mean that you were a good performer”, said Gurmeet.

“Then tell me what’s wrong with my work” asked Sreedhar. Gurmeet shot back saying “You should take more initiative and use imagination at work”.

Questions :

- | | |
|--|-------------------|
| a. What is the root cause of the problem? | (05 Marks) |
| b. Is the approach of Gurmeet appropriate? Why or why not? | (05 Marks) |
| c. What should Sreedhar do now? | (05 Marks) |
| d. If you are an HR consultant, what would be your advice? | (05 Marks) |

* * * * *