

|  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|

**Third Semester MBA Degree Examination, December 2011**  
**Performance Management and Competency Mapping**

Time: 3 hrs.

Max. Marks:100

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

- |   |  |  |
|---|--|--|
| 1 | a. Define performance management.<br>b. What are the aims of PM systems?<br>c. Explain the PM process.   | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 2 | a. What are the performance determinants?<br>b. How an approach to measure performance is chosen?<br>c. Explain the various appraisal methods.                     | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 3 | a. Why personal development plans are drawn?<br>b. Explain the performance linked career planning and promotion policy.<br>c. What are the various rotor's errors? | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 4 | a. Differentiate between task and contextual performance.<br>b. Why a performance consultant is needed?<br>c. Explain five key elements of performance appraisal.  | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 5 | a. Define meta competency.<br>b. Explain the historical development of competency method.<br>c. Explain the behavioral even interview.                             | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 6 | a. Define performance criteria.<br>b. How is data analysed before mapping competency?<br>c. What are the various data collection methods?                          | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 7 | a. What is expert panel?<br>b. What is job task analysis?<br>c. Explain the reportory grid.  | (03 Marks)<br>(07 Marks)<br>(10 Marks) |

**8 Case study :**

In 2001, the state of Georgia's HR department updated its performance management system. The performance management process is used for all employees who are to receive performance evaluations. The outline of the basic process is given below :

**Manager training** : Prior to utilizing the system, all managers receive training in how the system works and how to implement each phase of system.

**Performance Planning** : This is the 1<sup>st</sup> step of performance management system (PMS) process and is used to create the employee's performance plan. Developing a performance plan involves identifying job and individual responsibilities and performance expectations. It is the primary responsibility of the manager to develop this plan using input from the employee that he or she may want included in the performance plan.

Performance coaching : Coaching is the key supervisory activity during the performance period. It involves ongoing communication, both formal and informal, that motivates employees by letting them know where they stand in meeting expectations and carrying out responsibilities. The three steps to performance coaching are :

- i) Observing performance
- ii) Providing regular performance feedback
- iii) Documenting performance.

Performance evaluation : This phase culminates with a meeting of evaluating supervisor and the employee to rate performance and discuss appropriate salary increase and developmental planning for the employer.

Performance development : Supervisor should discuss performance development with each employee. A developmental plan must be developed for each employee who is rated “does not meet expectation”. The structured approach of the developmental plan has three objectives :

- i) To enhance employee strength
- ii) To decrease employee areas that need improvements
- iii) To meet organizational and team needs.

Salary increase : Salary increases are awarded annually to each eligible employee. To be eligible for a performance based salary increase, employer must receive an overall rating for job and individual responsibilities of at least “met expectations”. Salary increase for each evolution period for employees who met or exceeded expectations are restricted to following guidelines.

- i) An overall rating of “exceeded expectation” will receive a standard receive, based on amount identified for the evaluation period.
- ii) An overall rating of “exceeded expectation” will received not only a standard increase but also a lump sum identified for the period.
- iii) Each year a specified amount of money is set aside for the evaluation period.

Because funds are limited, the salary increase amounts may be reduced if the department exceeds the allocated fund. If the salary increase amounts must be reduced, the reduction percentage will be the same for all employees, Unless otherwise authorized, employees at or above pay grade are not eligible for performance based salary increase. Employees who are near the pay grade maximum will be granted an increase to the pay grade maximum only.

**Questions :**

- a. Based on the features of good reward system, what are the positive aspects of the state of Georgia’s reward system? (06 Marks)
- b. What are the negative aspects of reward system of Georgia? (06 Marks)
- c. What are your recommendations to state of Georgia to improve current reward system? (08 Marks)

\* \* \* \* \*