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10MBAHR343

Third Semester MBA Degree Examination, December 2012
Performance Management and Competency Mapping

Time: 3 hrs.

Max. Marks:100

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

- 1 a. Define performance management. (03 Marks)
b. Distinguish performance management from performance appraisal. (07 Marks)
c. Explain the many advantages of performance management system to any organization. (10 Marks)
- 2 a. What are the determinants of performance? (03 Marks)
b. Discuss the important pre-requisites needed before a performance management system is launched. (07 Marks)
c. Explain various approaches to measure performance. (10 Marks)
- 3 a. What is performance consulting? (03 Marks)
b. How many formal meetings are needed between the superior and subordinate to discuss performance issues? Explain. (07 Marks)
c. Enumerate the crucial steps that must be taken before the implementation of performance management system. (10 Marks)
- 4 a. List the characteristics of a good 360° degree feedback system. (03 Marks)
b. What are rater's error? Explain. (07 Marks)
c. If one adopts results approach to measure performance, discuss the questions one need to answer in determining the result. (10 Marks)
- 5 a. What are threshold and differentiating competencies? (03 Marks)
b. Differentiate between core and work place competencies. (07 Marks)
c. Explain the concept of behavioural event interview. (10 Marks)
- 6 a. What is job task analysis? (03 Marks)
b. State and explain various competency models. (07 Marks)
c. Explain repertory grid ins detail. (10 Marks)
- 7 a. What is expert panel? (03 Marks)
b. What are the various data collection methods to map competency? (07 Marks)
c. Explain the critical incident technique. (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

Choosing a performance measurement approach at Paychex, INC.

The following job description is for an account executive at paychex, INC. It is a leading national provider of Payroll, human resources and benefits outsourcing solutions for small to medium sized businesses paychex is head quartered in Rochester, New York, but the company has more than 100 offices and serves hundreds of thousands of clients nation wide. Because account executives often make sales call individually, their manager do not always directly observe their performance. Further more, managers are also responsible for sales in their markets and for staying up-to-date on payroll laws. However account executives are responsible for training new account executives and networking in the industries in which they sell products. For example. If an account manager is responsible for retail companies, then that account. Executive is expected to attend retail trade shows and professional meetings to identify potential clients and to stay current with the issues facing the retail industry.

Account Executive Job Responsibilities

- i) Performing client needs analysis to ensure that the major market services product can meet a clients requirements and expectations.
 - ii) Establishing, clients on the host processing system.
 - iii) Acting as a primary contact for the client during the conversion process.
 - iv) Supporting clients during the first few pay rolls.
 - v) Computing the required documentation to turn the client over to customer service for on going support.
 - vi) Scheduling and making client calls and when necessary supporting sales representatives in pre sales efforts.
 - vii) Keeping abreast of the major market service system and software changes, major changes and trends in the PC industry and changes in wage and tax law.
- a. Should paychex use a behaviour approach, a results approach or a combination of both to measure performance? Justify. (10 Marks)
- b. Design a develop an performance appraisal form for the account executive of paychex Inc.. (10 Marks)

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