

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2020-22)  
END TERM EXAMINATION (TERM -V)**

Subject Name: **Performance Management & Competency Mapping**  
Sub. Code: **PGH-03**

Time: **02.30 hrs**  
Max Marks: **60**

**Note:**

**All questions are compulsory. Section A carries 10 marks:5 questions of 2 marks each, Section B carries 30 marks having 3 questions (with internal choice question in each) of 10 marks each and Section C carries 20 marks one Case Study having 2 questions of 10 marks each.**

**SECTION - A**

Attempt all questions. All questions are compulsory.

**2×5 = 10 Marks**

- Q. 1: (A).** How can understanding of performance management help in understanding of training areas?
- Q. 1: (B).** What component of wage can be increased by inputs from Performance Appraisal of employees?
- Q. 1: (C).** What is a variable pay? How it can improve performance
- Q. 1: (D).** How promotion based on performance can be made on fast track?
- Q. 1: (E).** How understanding of performance systems helps in identifying high potential employees

All questions based on CO1: Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their competencies and performance strengths and weaknesses.

**SECTION - B**

All questions are compulsory (Each question has an internal choice. Attempt any one (either A or B) from the internal choice)

**10 x 3 = 30 Marks**

- Q. 2: (A).** What should a good performance management process of an organization be?

**Or**

- Q. 2: (B).** What is Competency Mapping? Discuss the Iceberg model to explain competency. What is a competency dictionary? (internal choices with two questions corresponding to the same CO)

CO2: Interpret organizations performance management process and competency dictionary that is compliant with law and supports organizational mission and strategy.

- Q. 3: (A).** What is Role Analysis Technique (RAT)? How can RAT help in identifying Key Performance Indicators?

**Or**

- Q. 3: (B).** Explain the differences between KRAs, KPAs and KPIs? Is this to be arrived at by adopting a systematic process or it can be arbitrarily decided by the superior of the employee under reference?

CO3: Analyze employ job-related performance standards and performance indicators that reflect the employees' range of responsibilities.

**Q. 4: (A).** What is an Assessment Centre and Development Centre? What are the differences between the two?

**Or**

**Q. 4: (B).** Can good assessment and competency profiling help in increased job involvement?

CO4: Assess how increased employee involvement and competency profiling can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

### **SECTION - C**

Read the case and answer the questions

**10×02 = 20 Marks**

Q. 5: Case Study:

#### **Complete brief:**

Elephant Sprints got rid of bell curve system of appraisal and implemented a more holistic appraisal process based on individual performances. They now appraise employees on individual performances, and appraisals will be more regular than an annual or quarterly feature.

The new system was designed after deliberation on the part of thousands of employees who were invited to co-create it. The idea was to have a transparent, merit-based assessment of work which was employee friendly.

The new system considers different dimensions of an employee's performance – business results, impact on client success, innovation, personal responsibility to others, and skills.

However recently two managers gave sharp feedback for improvements. When the internal HR team checked with others, they said that they are more than satisfied. This data was relayed to the two managers. These managers were not satisfied and they escalated this in a town hall meeting to the embarrassment of senior management and HR. How do we deal with these two employees?

#### **Key:**

The criteria that people use to measure success of a system are very different. Hence it is very important for HR to understand the dissonance in the mind of these two people as well understand from others the reason for appreciation of the system. By doing so, we can explore

- a) If the dissonance is the side effect of the positive intended through the new system (LIMITS TO GROWTH/ BALANCING LOOP)
- b) there are ideas present in the dissonance to further strengthen the system
- c) If the dissonance represents the gap in the system to balance polarities – short term vs long term; tangible vs intangible; individual vs team etc.

#### **Rating:**

#### **Questions:**

**Q. 5: (A).** How can one engage with unreasonable employees and use their restlessness and ideas to step up performance improvement processes?

**Q. 5: (B).** Has a change process used to design as well as implement the new system, did the team anticipate dissent and was there space for addressing dissent and improvement ideas if any

CO5: Compare and contrast various organizational performance management best practices and competency frameworks and therefore define attributes of effective performance management and competency systems.

### **Mapping of Questions with Course Learning Outcome**

<b>Question Number</b>	<b>COs</b>	<b>Marks Allocated</b>
Q. 1:	<b>CO 1</b>	<b>10</b>
Q. 2:	<b>CO 2</b>	<b>10</b>
Q. 3:	<b>CO 3</b>	<b>10</b>
Q. 4:	<b>CO 4</b>	<b>10</b>
Q. 5:	<b>CO 5</b>	<b>20</b>

**Note:** Font: Times New Roman, Font size: 12.