GL BAJAJ
Institute of Management & Research
Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

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

POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20)
END TERM EXAMINATION (TERM - V)

Subject Name: **Performance Management and Competency Mapping**	Time: **02.30 hrs**
Sub. Code: **PGH 03**	Max Marks: **60**

Note:
1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.
2. All questions are compulsory in Section A& C. Section A carries 8 questions of 2.5 marks each, Section B carries 5 questions of 04 marks each and Section C carries 1 Case Study of 20 marks.

SECTION - A

Attempt all questions. All questions are compulsory.   **2.5×08 = 20 Marks**

Q. 1 (A): What are the benefits of performance appraisal?
Q. 1 (B): How performance appraisal is helpful to other HR systems?
Q. 1 (C): How job analysis is helpful in performance appraisal?
Q. 1 (D): Explain Computerized and Web-Based Performance Appraisal.
Q. 1 (E): Explain BARS.
Q. 1 (F): How competency mapping is different from competency profiling?
Q. 1 (G): What are the various tools for developing competencies?
Q. 1 (H): Discuss qualitative aspects of performance appraisal system.

SECTION – B

Attempt any five out of six questions   **04×05 = 20 Marks**

Q. 2: Explain Process/Components of Performance Management
Q. 3: Design a performance appraisal for sales manager using rating, critical incident and forced distribution method.
Q. 4: Explain the competency mapping steps with the help of an example.
Q. 5: Relate competency mapping exercise with mobile phone buying decision.
Q. 6: Explain the Lancaster (Burgoyne) Model of Managerial Competencies
Q. 7: Explain competency mapping exercise done at Power Grid Corporation Ltd.

SECTION - C

Read the case and answer the questions   **10×02 = 20 Marks**

Q. 8: Case Study:

Global Soft Solutions Ltd is a conglomerate of six business units. Top management of these units has taken a decision to merge all business units and give a new image and identity to the company. Accordingly, merger has taken place. The company Is in the business of software development and

has a global presence. It is profit- making and poised for phenomenal growth. Employees are white collared: highly qualified and average age is 30 years. The human resource department is given the responsibility to review and position a new performance management system across all the units, as there is a variation in the performance management practices among these units. A preliminary study revealed that performance management practices are fragmented and piecemeal in majority or the units. There are no linkages among various human resource practices Iike reward structure, career planning, teamwork, competence development initiatives, etc. First responsibility of human resource manager is to prepare and submit a plan for developing a tailor-made performance management system in-house for approval of board of directors.

Question
Q 8(A): Position yourself in the shoes of the human resource manager. Based on above details prepare a blueprint for developing a performance management system for approval of the board.

Q8(B): Explain the rationale of using the techniques in the above question.

Question Number	CLO
Q. 1 (A):	CO1
Q. 1 (B):	CO2
Q. 1 (C):	CO2
Q. 1 (D):	CO1
Q. 1 (E):	CO2
Q. 1 (F):	CO3
Q. 1 (G):	CO3
Q. 1 (H):	CO3
Q. 2:	CO1
Q. 3:	CO4
Q. 4:	CO2
Q. 5:	CO5
Q. 6:	CO3
Q. 7:	CO5
Q 8(A):	CO5
Q8(B):	CO5