

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

PGDM/PGDM (General) -2021-23
END TERM EXAMINATION (TERM -IV)
Academic Session: 2022-23

Subject Name: **Performance Management**Time: **02.30 hrs**Sub. Code: **PGH42**Max Marks: **40****Note:**

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

SECTION - A

Attempt all questions. All questions are compulsory. (CO3) 1×5 = 5 Marks

Q. 1: (A). What is the difference between skill and competency?**Q. 1: (B).** Discuss the Iceberg model to explain competency.**Q. 1: (C).** Enumerate the competencies defined in the Lancaster Model of Managerial Competencies**Q. 1: (D).** Write a short note on importance of competency modelling**Q. 1: (E).** Discuss the following: Promotion based on competency is more productive or promotion based on time at regular intervals?**SECTION – B**

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice) 7 x 3 = 21 Marks

Q. 2: (A). Shantanu is employed as sales manager in a consumer durables company. Shantanu is in-charge of sales of Delhi Circle. Over one hundred sales representatives report to him. It means his job involves not only ensuring maximum sales but also managing these employees to produce best of the results. You are invited as a competency manager (i) to map competency profile of Shantanu and (ii) match his competency profile with competency framework of sales manager job. Develop the competency map and framework of Shantanu.

Or

Q. 2: (B). Explain the term ‘HR Competencies’ and detail areas of such competencies, which can subsequently be the basis of developing HR KPIs? (CO 4)

Q. 3: (A). Assume you are the CEO of a company that employs a huge number of industrial workers who are below graduate level and who possess the technical job-specific skills. Your organization is highly technology driven and requires everyone to perform well, keeping pace with the machine cycle time. Any below the standard performer can create a total mess in the assembly line production system, as the job remains in each work station for a specific period of time. On the expiry of time schedule, the job reaches to next workstation, even if it is not fully completed in the earlier workstation. In assembly-line production system, we cannot back track a job; as a result when the job travels through different work stations with incomplete workmanship, the end product fails to conform to the required quality and is rejected.

- i. As CEO, design an appraisal format and develop performance review system for your organization.
- ii. Suggest which review process you deem fit and why?

Or

Q. 3: (B). You have joined a small start-up Garment export manufacturing firm. One of your first responsibilities is to set up a performance appraisal system for the unit. The MD tells you that it must be simple and yet effective. In his experience in the previous companies, he feels that a mid-year review in July and the annual appraisal in January works best in this industry.

Design an Appraisal form, one each for team members, Supervisors, and managers. Provide scope for Self appraisal, Manager Appraisal and Reviewing Manager's Appraisal (CO2)

Q. 4: (A). Prepare KRA'S, KPA'S and KPI's for the General Manager –HR of a manufacturing firm

Or

Q. 4: (B). Excerpt from Economic Times: Recently, a controversial appraisal system is being discussed and used in HR circles. This involves replacing 10 per cent of the employees in your organisation every year as a matter of course. Believe it or not, around 20 per cent of the companies in India - mostly multinationals -- have already put such a ranking system in place. The leading practitioners of this kind of ranking abroad include Microsoft, Ford, GE, PepsiCo, Coke, Cisco and Sun Microsystems, but few companies in India are willing to talk about it openly since the forced removal of a substantial number of employees as an annual exercise is still a highly sensitive issue in a country where retrenchment is still to find full acceptance.

Do you agree with the statement "Ultimately, a company prospers only if there is a Darwinian struggle where only the toughest individuals survive," especially in the Indian context. (CO1)

SECTION - C

Read the case and answer the questions

7×02 = 14 Marks

Q. 5: Case Study:

Read the transcript below between the interviewer (INT) and a candidate (Chris Pipers)

INT: Do you like to be called Chris? (INT)

CP: Chris pipers. (CP)

INT: And is this working? Why is this making noises? (Thumping noise in background)

CP: It sounds better now.

INT: Okay. We're doing a BEI.

CP: How about that!

INT: So, can you start and tell me a little bit about your career; how you started?

CP: I started with Elton in 1975 when I was a sophomore in college. I was an engineering Co-op student, and I had quite an unusual and positive experience. I was 19 to 20 years old, and I was a Co-op student in a small town in Ohio, I built a foundry; and I managed a construction project.

INT: So, Wow. That must have been good.

CP: So, that was very exciting with a significant amount of responsibility at a very young age, and that really had a lot of influence on me, and as you can imagine 25 years later, I am still at Elton. So, I think that's one of the positive aspects.

INT: So you've been at Elton your whole career?

CP: Yes, I have. Right.

INT: Okay. So, after you're a Co-op student, can you just like briefly take me through the kinds of job you had?

CP: Well, I continued to work for Elton in the summers, and I went straight to business school, and I graduated from business school in 1979, and then I went to work for Skill Corporation as manager of advanced planning.

Skill was a new acquisition, and I took over a planning role. It was a very large acquisition at that point, and I went to work for a man named Jim Harniman, who was my mentor for probably the next seven years, and I did strategic planning work in a turnaround mode at skill, and within a seven year period – like I said I did planning work. The first two years were primarily working at skill on the turnaround.

The second phase of this was Jim Harniman got promoted and became the first tool group executive, So it was the first grouping divisions at Elton, and became the tool group planner. So, I extended the work and theories that had applied at skill to the other companies within the tool group, and then Jim Harniman eventually became president of Elton, and I extended further within the corporation to where by 1986 I had pretty much done planning work, and I'd like to say 60 to 70 percent of Elton.

So, at that point I was 30 years old, and I wanted very much to get into a line position, and I became a Division President.

So, from '86 to 1990, I was President of a company called Harris Calorific –C-A-L-O-R-I-F-I-C, and it was about a \$30 million company when I started , and I ran that for four years and that was sold to Lincoln Electric at which point I was not sold , and I came back to corporate and worked first as Head of Corporate Planning, beginning at – really at the beginning 1990, and I expanded my responsibilities .

By '92 I was in charge of technology planning and also the whole acquisition area. So, I ran acquisition for Elton in addition to doing the planning, and worked for the CEO at that point. That job became a combination of acquisition and then the start of what we called the growth initiative, and so I evolved into doing a lot of – putting in place a lot the fundamentals to improve growth within Elton. In 1991 or '92, Elton had what was called the profit initiative, and Jim burgees became the first so called profit Czar. And so, by 1997 I evolved into being Elton's first growth Czar.

INT: Ah!

CP: It's a fascinating experience, and in your three or four hours with me you'll never have time to go through all of it. No, I Learned – I haven't chosen yet what my positive experience were, but probably as far as personal growth is concerned, I probably learned more about that, about what it takes to succeed with these companies than anything.

We worked with Gary Hammil, who wrote the book, 'competing for the future, 'and was doing a lot of work on innovation, and he became a close collaborator of mine on how you create an innovative environment in a company. And perhaps the unfortunate part of this story is that after doing that for a year, I pushed to get back into a line position. And a business leader position became available, and to (Chunk Knight's) credit he let me to do that, So I went back into a line role, running the industrial components and equipment business, which is a collection of eight very successful businesses, and I went into a role of managing these eight divisions presidents.

And I did that for a year and a half, and six weeks ago I was asked to dot the growth job again in addition to my business leader duties. So, now I am growth Czar of industrial components and equipment business leader. And as the growth Czar, I have the Chief Marketing officer and the chief information officer, and the person who is in charge of service reporting to me.

INT: In charge of service. So these are you direct reports?

CP: I have division presidents?

CP: Right.

INT: And your chief marketing officer, Your Chief Information Officer?

CP: And the Vice President of the service initiative.

INT: Okay, This is going to be the next question (inaudible word).

CP: Excuse me?

INT: This is going to be my next question anyhow: who are your direct reports?

CP: Oh, Okay. Well I am down to now, I think, I only have – spun off – one division went to another group, and we are selling one division. So, hopefully in another month I'll be down to six Division presidents reporting to me. Okay?

Questions:

Q. 5: (A). List the competencies of Chris Pipers that you are able to identify?

Q. 5: (B). Give explanations why these competencies are important?

(CO5)

Mapping of Questions with Course Learning Outcome

Question Number	COs	Bloom's taxonomy level	Marks Allocated
Q. 1:	CO3	L1, L2	5 marks
Q. 2:	CO4	L3, L5	7 marks
Q. 3:	CO2	L5, L6	7 marks
Q. 4:	CO1	L4, L5	7 marks
Q. 5:	CO5	L3, L4	14 marks

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