GL BAJAJ
Institute of Management & Research, PGDM Institute
Greater Noida
FIND YOUR SPARK

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

POST GRADUATE DIPLOMA IN MANAGEMENT (2023-24)
END TERM EXAMINATION (TERM -IV)

Subject Name: **Performance Management**	Time: **02.00 hrs**
Sub. Code: **PGH42**	Max Marks: **40**

Note:

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 mark 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.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Understand the fundamentals of the Performance Management, concept, process and objectives.
CO2- Determine and evaluate various methods and tool used for managing / appraising performance of employees.
CO3- Demonstrate an in-depth understanding of competencies and distinguish between roles, performance and Competency.
CO4- Identify competencies required for various job roles and create positive and negative Competency indicators for different Competency area
CO5- Articulate and apply the stages of the Competency Mapping to devise the Competency Matrix for various HR functions in an organization

SECTION - A

Attempt all questions. All questions are compulsory.   **1×5 = 5 Marks**

Questions	CO	Bloom's Level
Q. 1: (A). Differentiate between Competence and Competency? **Q. 1: (B).** Explain the iceberg model of competency. **Q. 1: (C).** Explain the casual relationship of competency? **Q. 1: (D).** Explain the Daniel Katz categorization of competency? **Q. 1: (E).** What do you understand by the term competency Dictionary?	CO3	L2

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**

Questions	CO	Bloom's Level
Q. 2: (A). Develop KRAs for an HR Manager and identify five important performance criteria for assessing the performance on a six-point behaviorally anchored rating scale (BARS) **Or** **Q. 2: (B).** Develop some important KPIs for software developers. Also, indicate tentative measurement criteria for such KPIs. Present your information in a tabular form. (internal choices with two questions corresponding to the same CO) **Q. 3: (A).** "How can the balanced scorecard framework be effectively utilized in performance management and competency mapping to measure and improve the	CO2	L5

performance and competencies of employees within an organization?"	CO1	L4
Or		
Q. 3: (B). Reflect on the potential biases that may arise during the performance appraisal process, particularly when supervisors are responsible for evaluating their subordinates. How can organizations implement measures to minimize bias and ensure objective and fair evaluations?		
(internal choices with two questions corresponding to the same CO)		
Q. 4: (A). In many universities and business institutes, students are required to conduct team projects. A description of these "job" duties is the following:	CO4	L5
Work with team members to deliver project outcomes on time and according to specifications. Complete all individual assignments to the highest quality, complete necessary background research, making any mathematical analysis and preparing final documents. Foster a good working environment.		
Based on the above description, Generate a list of competencies with classification, define the competencies operationally, identify a list of critical behavioral indicators for each competency, identify and define proficiency levels of each competency.		
Or		
Q. 4: (B). "How can competency mapping be integrated with other HR processes, such as recruitment, onboarding, and career development, to create a seamless talent management system?"		
(internal choices with two questions corresponding to the same CO)		

SECTION - C

Read the case and answer the questions   **7×02 = 14 Marks**

Questions	CO	Bloom's Level
Q. 5: Case Study: Case Study: Alto Corporation's Competency Mapping Background: Alto Corporation is a medium-sized vehicle manufacturing company with several departments, including production, marketing, and finance. The organization has been facing challenges related to workforce development, productivity, and employee engagement. In an effort to address these issues, the leadership team has decided to implement a competency mapping process. Challenges: Skill Variability: The company has observed significant variability in skills and competencies among employees in different departments. Some employees seem to excel, while others struggle with their tasks. Lack of Employee Engagement: Employee engagement levels are low, and there is a sense of confusion among employees about their career growth opportunities within the organization.	CO5	L6

Productivity Issues: The company has been experiencing lower-than-expected productivity, which is affecting its competitiveness in the market.

Questions:
Q. 5: (A). Outline the key steps Alto Corporation should follow in the competency mapping process. List and briefly describe the essential competencies that might be relevant for employees in the production, marketing, and finance departments at Alto Corporation

Q. 5: (B). Suggest possible methods that Alto Corporation can use to gather data and information needed for the competency mapping process

(Entire Sec C to be assigned one CO. Both questions corresponding to the same CO)

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO3	5 Marks
CO2	7 Marks
CO1	7 Marks
CO4	7 Marks
CO5	14 Marks

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering
L2= Understanding
L3= Apply
L4= Analyze
L5= Evaluate
L6= Create