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Institute of Management LIBRARY M.P. Birla

III Semester M.B.A. Degree Examination, March - 2021

MANAGEMENT

Performance Management And competency Mapping

(CBCS Scheme 2019-20)

Paper : 3.4.1

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **Five** of the following questions. Each question carries **Five** marks. **(5×5=25)**

1. Discuss the importance of performance management prism.
2. What do you mean by performance renewal and re-constructing?
3. Explain the types of performance feedback mechanisms.
4. What are the legal issues in Performance Appraisal?
5. Describe competence *versus* competency.
6. Discuss the basic components of competency.
7. Write short notes on
   i. Mentoring
   ii. Coaching
   iii. Counselling

SECTION - B

Answer any **Three** questions. Each question carries **Ten** marks. **(3×10=30)**

8. Define virtual team. Mention the prerequisites of remote team performance.
9. Elaborate the process of developing competency based PMS.

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10. Explain the Process of Performance Planning with corporate examples?

11. What are the contemporary types of Pay for Performance Plans?

SECTION - C

Case Study (Compulsory) **(1×15=15)**

12. **Hero Motors : Employees Competency Mapping**

Hero Moto Corp. Ltd. formerly Hero Honda is an Indian motorcycle and scooter manufacturer in New Delhi, India. This company is the largest two wheeler manufacturer in the world. In India, it has a market share of about 46% share in two-wheeler category.

The 2006 Forbes 200 most respected companies list has Hero Honda motors ranked at #108. On March 2013, the market capitalization of the company was INR 308 billion (USD 5.66 billions).

Hero Honda started in 1984 as a joint venture between Hero Cycles of India and Honda of Japan. In 2010, when Honda decided to move out of the joint venture, Hero Group bought the shares held by Honda. Subsequently, in August 2011 the company was renamed Hero Moto Corp. with a new corporate identify. In June 2012, Hero Moto Corp. approved a proposal to merge the investment arm of its parent Hero Investment Pvt, Ltd. into the automaker. The decision comes after 18 months of its split from Honda Motors.

The company assists the customers from the firms of choosing vehicle model, color finding the best finance option that suits them. They will constantly keep the customer update about their vehicle status until the delivery of vehicle is done. In case of serving of vehicle the company is at their service, with option of collecting vehicle from the doorstep and once the works over deliver it back to the customer.

A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role. It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company specific.

Answer the following questions :

1. Explain different types of competencies of employees in the organization.
2. What is competency? Briefly explain the process of competency mapping followed by Hero Motors.
3. Suggest various measures to overcome deficiencies in competencies. Explain your views.