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Reg. No. | | | | | | | | | |

III Semester M.B.A. (Day & Eve.) Degree Examination, March/April - 2022

MANAGEMENT

Performance Management & Competency Mapping

(CBCS 2019 Scheme) (2010 Onwards)

Paper : 3.4.1

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

SECTION - A

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

1. What are the criteria for potential appraisal?
2. Distinguish the terms Competency from Competence, Performance and Skill.
3. What are the limitations in designing an appraisal form used for taking developmental decisions Vs administrative decisions?
4. Define the terms Mentoring, Coaching, Monitoring and Counseling.
5. What are the pre - requisites for remote - working?
6. What do you understand by the terms Six Sigma and Bench Marketing?
7. How do you assess an expatriate's performance?

SECTION - B

Answer any **three** of the following. Each question carries **10** marks. **(3×10=30)**

8. Discuss the strategies for building and leading high performance teams.
9. Explain the different types of competencies and their relevance.
10. Describe the features of competency based performance management.
11. Discuss the stages in designing and implementation of competency framework.

[P.T.O.

SECTION - C

Compulsory (case study): **(1×15=15)**

12. Anand, fresh from school was a newly recruited HR practitioner. During his one month into the job, he was asked to be in - charge of the orientation programme for the entire organisation. Being new, he followed closely to the processes. Recently, Ram joined the organisation and Anand was required to orientate him. On Ram's first day of work, Anand brought him around the organisation for introduction to the rest of the staffs. Unfortunately, Ram's assigned mentor was not around hence, Anand was unable to make an official introduction for Ram to meet up with his mentor. In the afternoon, during the HR briefing, Anand mentioned toRam that there is a buddy system in place but it is only on an op-in basis. Ram requested to opt for a buddy. Anand was rather surprised by Ram's request as according to Anand's manager - Jean, no one in the organisation has requested for a buddy. Hence, Anand checked with Jean on the criteria in getting a buddy for Ram and according to her, Anand found out that it needed to be someone preferably from Ram's department. Having clarified on the criteira, Anand was supposed to get a buddy for Ram, unfortunately, this issue was clearly forgotten by Anand due to his busy schedule as he was involved in other HR matters as well and he did not follow up with Ram's request promptly.

One week later, Anand met Ram in a lunch gathering and Anand greeted Ram and asked him casually how is he doing and if he has adapted well to his job. Ram, asked Anand blatantly and angrily where is his buddy that he had requested. At that moment, Anand recalled on the existence of this request and unwittingly told Ram that he thought Ram was joking with him on the request for a buddy as he did not want to admit to Ram that he had clearly forgotten about the whole issue. Ram was very angered by Anand's response and told him off that he was very serious in getting a buddy and that its Anand's responsibility to do so. Anand, clearly embarrassed and guilty about his mistake, apologised immediately and promised to get him a buddy. On the very day, a buddy - Sam, was found for Ram. Ram was very unhappy with Anand and confronted Anand and his buddy when he was able to have an official meet up session with his mentor. Anand explained to Ram that the organisation has no current practice in place for meet up sessions to be arranged between mentors and mentees and its a practice for mentees to take self - initiative to do so in arranging for meetings with their mentors and also that his mentor is currrently out of town and will only be back the next day. Anand, himself being a new staff also was at that moment in time speaking on personal experience and alos based on what Jean had told him. Sam, who was present agreed and helped to explain to Ram on the practice. Ram kept quiet and Anand unknowingly thought that Ram has understood the organisation practice. Hence, Anand did not continue to check with Ram on this aspect.

The following day, Ram had a feedback session with his manager and Anand was called upon to sit in as a part of the orientation programme. Ram brought up the issue on Anand's failure to get him a buddy promptly and that he was not introduced to his mentor at all. He complained about the poor management of the HR mentor and buddy system and that it was not effective at all and that he expressed that he is very unhappy with Anand as he felt that he was not doing his job at all. Anand tried to explain to Ram and his manager about what happened and also reassured Ram that he will take his suggestions of improving on the system and was apologetic about the issue. He told Ram's manager that he will bring Ram to see his mentor after the session as his mentor is back in the office after being on leave for the past week.

Ram was still very unhappy with Anand and continued telling Anand off in front of his manager.

Questions :

1. From an HR practitioner's point of view, what should Anand do to resolve the issue?

2. Ram is very unhappy with Anand and holds it against him even though all has been done and followed up. What should Anand as HR do to resolve this and should Jean, as Anand's manager do something?

3. What role does Ram's manager play in this issue and should he be implicated?
