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

III Semester M.B.A. (Day & Evening) Degree Examination June/July - 2024

MANAGEMENT

Performance Management and Competency Mapping

(CBCS Scheme 2019 Onwards)

Paper : 3.4.1

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

SECTION - A

Answer any Five questions from the following. each question carries 5 marks.(5×5=25)

1. Discuss the objectives and functions of a Performance Management System (PMS).
2. Explain the role of term leaders in managing high performance teams.
3. Describe the legal issues asscociated with performance appraisals system.
4. Explain the concepts of competency with suitable examples.
5. Discuss the prerequisites for effective remote team performance.
6. Identify and explain the different types of competencies.
7. Discuss the context and relevance of competencies in modern organizations.

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks. (3×10=30)

8. Describe the process of performance planning, execution, and review.
9. Discuss different methods of performance appraisals. Compare past, present, and future-oriented methods.
10. Explain the significance of competency mapping and how it can be applied to improve organizational performance.
11. Describe the roles of technical and managerial, competencies in an organization.

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SECTION - C

12. Compulsory Case Study: (1×15=15)

XYZ Corporation, a global leader in technology solutions, has been grappling with challenges in its performance management system. Despite the company's impressive market position, internal feedback revealed significant dissatisfaction among employees regarding the existing appraisal methods. These methods, perceived as outdated and misaligned with actual employee performance and potential, have led to lowered morale and engagement across various departments.

During the annual company-wide survey, a substantial number of employees voiced concerns that their efforts and contributions were not being accurately recognized or rewarded. The current system, primarily based on annual reviews and generic performance metrics, failed to capture the dynamic and evolving nature of employee's roles and achievements.

Consequently, this misalignment has impeded the company's ability to fully harness its workforce's potential and align individuals goals with broader strategic objectives.

In response to these pressing concerns, the HR department at XYZ Corporation was tasked with revamping the performance management and competency mapping systems. The aim was to design a more effective, transparent, and comprehensive framework that not only reflects true performance but also promotes continuous growth and development.

Assuming you are as a HR manager of the company and answer the following questions

Questions:

a. Design a new performance management system for XYZ Corporation.

b. Propose a competency mapping framework for XYZ Corporation.

c. How can XYZ Corporation ensure continuous feedback and strategic alignment in their performance management system?