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III Semester M.B.A. (Day / Evening) Degree Examination, May/June - 2025

MANAGEMENT

Performance Management & Competency Mapping

(CBCS 2019 Onwards Scheme)

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. What is performance appraisal. What are its limitations?
2. Differentiate between core and functional competencies.
3. Explain the concept of Role clarity and its relation to performance.
4. Mention the benefits of aligning individual and organizationa goals.
5. How does feedback contribute to effective performance management?
6. What is performance management. How is it different from performance appraisal?
7. What is competency mapping. Why is it important in human resource Planning?

SECTION - B

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

8. Discuss various modern methods of performance appraisal and explain its relevance.
9. Describe the process of competency mapping and the tools used for it.
10. Explain the integration of performance management with training and development.
11. Illustrate the relationship between competency mapping and succession planning.

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SECTION - C

12. Compulsory (Case Study): **(1×15=15)**

XYZ Pvt. Ltd. is a mid - sized manufacturing firm with over 300 employees spread across various functions including production, quality control, procurement, logistics, administration, and sales. In the past year, the company has witnessed a gradual decline in productivity across departments and a noticeable rise in employee dissatisfaction. Exit interviews, internal surveys, and informal feedback suggest that employees feel unrecognized, demotivated, and unclear about expectations from their roles.

On further analysis, the senior management has identified significant gaps in its current performance management practices. Performance appraisals are conducted inconsistently, often delayed beyond scheduled timelines, and are heavily dependent on the discretion of immediate supervisors without standardized criteria. There is no formal mechanism to document employee achievements, provide constructive feedback, or link individual performance to the Company's broader objectives. Additionally, there is no structured approach to evaluate employee competencies, making it difficult to identify skill gaps, allocate training resources, or plan for future leadership development.

As an HR Consultant, address the following :

a) Identify the gaps in the current performance management practices.

b) Suggest a structured performance management process tailored for XYZ Pvt. Ltd.

c) Recommend how competency mapping can help imporve role clarity, training needs, and career progression.

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