

Centre for Distance and Online Education
MMS Programme: Semester – III (2022-2024)
Human Resources Specialization

Subject: Competency Based HRM & Performance Management

75 Marks

Q.P. Code: 00005431

Instructions

1. Q1 (20 marks) and Q8 (15 marks) is compulsory
 2. Attempt Any Four (40 marks) out of Q2, Q3, Q4, Q5, Q6 and Q7
 3. Students have to attempt any four out of the remaining six questions and within each question; students have to attempt any two out of three sub – questions. Each sub – question would carry 05 Marks
 4. Figures to the right indicate full marks
 5. Draw neat diagrams wherever necessary
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Q1. Is compulsory (20 marks)

- (a) Explain the need for competency development in an organization.
- (b) How does competency development contribute to achieving strategic goals?

Q2 Any two from (a) or (b) or (c) (10 Marks)

- (a) What are the key stages in developing a competency model?
- (b) Describe the role of competency development in enhancing job satisfaction and employee retention.
- (c) Differentiate between the Assessment Center and the Development Center.

Q3 Any two from (a) or (b) or (c) (10 Marks)

- (a) Discuss the benefits of a competency-driven culture for both employees and the organization.
- (b) Explain the Behavioral Event Interview (BEI) method and its application in competency mapping.?
- (c) How are tools designed for use in assessment centers?

Q4 Any two from (a) or (b) or (c) (10 Marks)

- (a) How is performance management linked to other HR practices?
- (b) What are the determinants of performance?
- (c) What skills are required to conduct effective appraisals?

Q5 Any two from (a) or (b) or (c) (10 Marks)

- (a) How can 360-degree feedback be used as a developmental tool?
- (b) Explain the concept of performance-linked remuneration systems.
- (c) How does performance management influence career planning and promotion policies?

Q6 Any two from (a) or (b) or (c) (10 Marks)

- (a) Discuss various appraisal methods and their applications.
- (b) Explain the data collection process for appraisals.
- (c) Describe the steps involved in conducting an appraisal interview.

Q7 Any two from (a) or (b) or (c) (10 Marks)

- (a) Explain the linkage of performance management to reward and compensation systems.
- (b) Define performance consulting and explain its significance in organizational performance improvement.
- (c) Explain how a personal development plan contributes to employee development.

Q.8 Short Notes:

Write short notes on any three of the following (15 marks):

- (a) Significance of ethics in performance management.
- (b) Ethical strategies for managing performance.
- (c) Role of a performance consultant
- (d) Use of technology in competency mapping.

Note:

A Student has to separately secure minimum 50% marks in the Internal assessments and secure minimum 50% marks in the Semester End Examination in every subject to be declared as Pass.