

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: 00005432**

**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 process of developing a competency model.
- (b) What are the different types of competencies?

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

- (a) Describe the methods of data collection for competency mapping.
- (b) Explain the concept of competency-based performance management.
- (c) Discuss the role of competency in career progression.

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

- a) What are the steps involved in competency mapping?
- b) Explain the use of Behavioral Event Interviews (BEI) in competency mapping.
- c) What are the benefits of promoting a competency culture in modern organizations?

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

- a) Describe the Lancaster Model of Competency.
- b) Discuss the integration of competency profiles in HR decisions.
- c) What are the challenges and issues related to competency models?

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

- a) Explain the concept of competency-based career and succession planning.
- b) Discuss the role of competency mapping in training and development.
- c) What are the key elements of a performance management system linked to competencies?

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

- a) Critical Incident Technique
- b) Behavioral Event Interview (BEI)
- c) Use of Technology in Competency Mapping

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

- (a) Analyze a case where competency-based selection improved the recruitment process. What were the key factors and outcomes?
- b) Explain the data collection process for appraisals.
- c) Describe the steps involved in conducting an appraisal interview.

**Q.8 Short Notes:**

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

- (a) Process of designing a competency dictionary.
- (b) challenges and issues related to competency models
- (c) Behavioral Event Interview (BEI)
- (d) Critical Incident Technique

**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.**