

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2023-25)**  
**END TERM EXAMINATION (TERM-IV)**

Subject Name: Performance Management and Competency mapping

Time: **02.00 hrs**  
Max

Sub. Code: PGH 42

Marks: **40**

**Note:**

**All questions are compulsory. Section A carries 5 marks: 5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.**

<u><b>SECTION - A</b></u>		
Attempt all questions. All questions are compulsory.		<b>1×5 = 5 Marks</b>
<b>Questions</b>	<b>CO</b>	<b>Bloom's Level</b>
Q. 1: (A). What does KPI stand for in performance management? Q. 1: (B). What is goal setting in performance management? Q. 1: (C). Why is it important to have performance standards for a job? Q. 1: (D). What is the purpose of a performance appraisal? Q. 1: (E). What is the role of HR in performance management?	CO1	L1
<u><b>SECTION – B</b></u>		
All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)		<b>7 x 3 = 21</b>
<b>Questions</b>	<b>CO</b>	<b>Bloom's Level</b>
<b>Q. 2: (A).</b> You are a team leader in a tech company. Your team has missed project deadlines twice in the last quarter, yet their individual contributions are strong. During performance appraisals, some members feel the process does not accurately reflect their performance. Question: How would you implement performance appraisal methods that ensure both individual and team contributions are fairly evaluated? What steps would you take to improve the perception of fairness in the appraisal process? OR As the HR manager, you've been asked to revamp the performance appraisal system because previous efforts failed to motivate employees and led to high turnover. Question: What reasons could have led to the failure of the previous performance appraisal system? Which methods of performance appraisal would you consider implementing, and how would you ensure they meet the organization's objectives?	CO2	L2,L3
<b>Q. 3: (A).</b> A fast-growing e-commerce company is looking to redefine the roles and responsibilities of its workforce due to rapid scaling. They want to map the competencies required for each role to align with business goals.	CO3	L3

<p><b>Question:</b> How would you go about conducting a competency mapping exercise? What steps would you take to ensure that the competencies identified align with the evolving needs of the organization?</p> <p><b>(B)</b> You are tasked with hiring a new marketing manager. Your company uses competency-based selection for all hires.</p> <p><b>Question:</b> What competencies would you focus on while mapping the role of a marketing manager, and how would you differentiate between technical and behavioural competencies in this role?</p> <p><b>Q. 4: (A).</b> A multinational organization is introducing a competency framework for all managerial roles. The managers feel the framework is too generic and does not reflect the demands of their specific roles.</p> <p><b>Question:</b> How would you tailor the competency framework to address the concerns of the managers? What process would you follow to map competencies to each managerial position?</p> <p><b>(B)</b> Your organization is exploring the Lancaster Model of managerial competencies but is unsure how to apply it effectively across diverse departments.</p> <p><b>Question:</b> How would you guide the company in adapting the Lancaster Model to suit different managerial roles across various departments? What considerations would you keep in mind when mapping competencies to specific positions?</p>	CO4	L3,L4,L5
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**SECTION - C**

Read the case and answer the questions

**7×02 = 14 Marks**

<b>Questions</b>	<b>CO</b>	<b>Bloom's Level</b>
<p><b>Q. 5: Case Study:</b>            Innovatech Solutions, a growing software company, decided to switch to a competency-based HR system to improve how they manage hiring, performance reviews, and employee development. They created a list of key skills, like problem-solving, communication, and leadership, and linked them to different job roles. Managers were trained to use these competencies when interviewing candidates and conducting performance appraisals.            After six months, however, problems began to surface. Some employees felt their unique strengths were being ignored because the system focused too much on generic skills. Others thought the process was too rigid and didn't fit the fast-changing nature of their work. Managers also struggled with how to tie these competencies to salaries and bonuses, finding it unclear how to reward employees based on their competency growth.            Now, the HR team is looking for ways to improve the system to make it more flexible and to better connect it to employee rewards.</p> <p>Questions:</p>	CO5	L5,L6

<p><b>Q. 5: (A).</b> How can Innovatech make sure that growing in certain skills or competencies leads to fair rewards like bonuses or raises? What changes could help link competencies more clearly to employee compensation?</p> <p><b>Q. 5: (B).</b> What can the company do to make the system feel more flexible and relevant to individual employees, instead of feeling too rigid and generic? How might they better recognize employees' unique strengths and roles?</p>		
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**Kindly fill the total marks allocated to each CO's in the table below:**

<b>COs</b>	<b>Marks Allocated</b>
CO1	5 Marks
CO2	7 Marks
CO3	7 Marks
CO4	7 Marks
CO5	14 Marks

**Blooms Taxonomy Levels given below for your ready reference:**

- L1= Remembering**
- L2= Understanding**
- L3= Apply**
- L4= Analyze**
- L5= Evaluate**
- L6= Create**