

Total No. of Questions : 5]

PC3023

[6380]-2006

SEAT No. :

[Total No. of Pages : 2

First Year M.B.A.

**205-HR SC-HRM - 01 : COMPETENCY BASED HUMAN
RESOURCE MANAGEMENT SYSTEM - II
(2019 Revised Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) Attempt all questions.
- 2) Draw diagram/flow chart/model wherever applicable.
- 3) Write examples wherever necessary.
- 4) Figures to the right indicates full marks.

Q1) Attempt any five questions.

[10]

- a) Define the term competency.
- b) Define the term performance planning.
- c) What are the basic components of competency?
- d) Define performance management.
- e) Define Generic competency and functional competency.
- f) What are the components of performance management system.
- g) Define the terms key performance Area and key performance Indicator.
- h) Define the term competency mapping.

Q2) Attempt any two questions.

[10]

- a) Explain in detail the need for competency framework in an organization.
- b) Explain Leadership competencies.
- c) Write short note on counselling for better performance.

P.T.O.

Q3) Attempt any one question.

[10]

- a) Comment on how Managerial competencies are used while performing the functions of Human Resource Management.

OR

- b) Analyse functional competencies required to perform the role of Marketing manager in a multinational company.

Q4) Attempt any one question :

[10]

- a) Describe the Lancaster Model of Competency.

OR

- b) Analyze leadership competencies required to perform the role of Human Resource Manager in a IT company.

Q5) Attempt any one question :

[10]

- a) Develop a competency model for profile of HR professional at entry level and middle level.

OR

- b) Design a competency skill matrix for the profile of Nurse.

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Total No. of Questions : 5]

PB2064

SEAT No. : 103.175.170.4

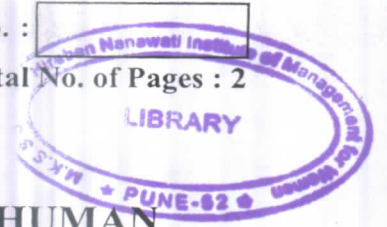
[Total No. of Pages : 2

[6201]-206

First Year M.B.A.

**HR-SC-HRM-01-205 : COMPETENCY BASED HUMAN
RESOURCE MANAGEMENT - II**

(Revised 2019 Pattern) (Semester - II)



Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*

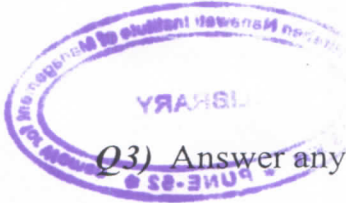
Q1) Answer any five : (2 marks each)

- a) Define the term key performance area.
- b) Define the term key performance indicator.
- c) Define competency mapping.
- d) List the managerial competencies.
- e) Iceberg model of competency. What is it?
- f) _____ is a bundle of skills & techniques that enable a company to provide particular benefit to its stakeholder.
- g) What is meaning of corporate competency driven culture?
- h) Enlist types of competency model.

Q2) Answer any two : (5 marks each)

- a) Steps in competency mapping.
- b) Differentiate between competency & KSA.
- c) Components of competency.

P.T.O.



Q3) Answer any one : (10 marks each)

- a) What challenges are faced by an HR manager in process of career development when workforce is in diverse nature?
- b) Explain in brief components of performance management system.

Q4) Answer any one : (10 marks each)

- a) Design a competency mapping framework for recruiting & selecting an appropriate candidate for post of sales executive.
- b) Comment on how competency mapping framework can be used while performing functions of HRM.

Q5) Answer any one : (10 marks each)

- a) Is it necessary for an employer to take career initiatives for his employees. If yes, justify.
- b) State the process of career planning. What do you understand by a 'career path'.



Total No. of Questions : 5]

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[6025]-206

F.Y.M.B.A.

**205 - HR SC - HRM - 01 : COMPETENCY BASED HUMAN
RESOURCE MANAGEMENT - II
(2019 Revised Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates;

- 1) *Attempt all questions.*
- 2) *Draw diagram/flow chart/module wherever applicable.*
- 3) *Write examples wherever necessary.*

Q1) Attempt any five questions.

[10]

- a) Define the term competency
- b) Define Generic competency and functional competency.
- c) Write any two Managerial competencies.
- d) Define the term competency mapping.
- e) Define the term performance management.
- f) Define the terms key performance Area and key performance Indicator.
- g) Define performance planning.
- h) Define knowledge and skill.

Q2) Attempt any two questions.

[10]

- a) Explain in detail the need for competency framework in an organization.
- b) Explain in detail the key competency and technical competency with example.
- c) Write the difference between competence and competency.

Q3) Attempt any one question.

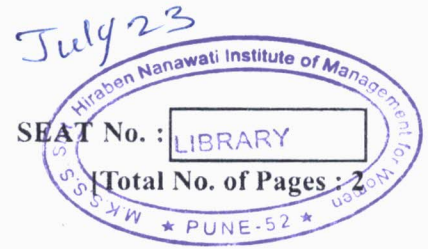
[10]

- a) Comment on how Managerial competencies are used while performing the functions of Human Resource Management

OR

- b) What is competency Mapping? Explain how to use Lankaster Model of competencies in the organization?

P.T.O.



Q4) Attempt any one question.

[10]

- a) Analyse leadership competencies required to perform the role of Human Resource manager in a IT company.

OR

- b) Solve the following case.

The Titan Group was winga complex, 100% paper process for performance reviews and check-ins for more than 15,000 global employees. They wanted to move toward a digital performance management strategy but knew they needed to simplify the process first. Titan Group set up four traditional components that were stretched across three strategic touch points throughout the year. These touch points were supplemented with ongoing performance management system initiated by the HRD. Titan Group were happy to see immediate progress.

92% of employees were participating in goal-setting reviews, setting an average of six goals per employee.

However, when they dug into the date, they found that 35% of individual goals created were misaligned or did not have an impact on the organization and its strategic priorities.

- i) Explore the ways to simplify the problems as a HR manager.
ii) Which types of competencies are required in this situation.

Q5) a) The competency model is Given. Fill this model as mentioned in each quadrant for Training and development. **[10]**

Organisational must have	Job-specific must have
1	1
2	2
3	3
Organizational Nice to have	Job specific nice to have
1	1
2	2
3	3

OR

- b) Design a competency skill matrix for the profile of Nurse.

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