[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?

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 srategic 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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