

ADMISSION NUMBER											

School of Business

Integrated Bachelor of Business Administration - Master of Business Administration
Semester End Examination - Nov 2023

Duration : 180 Minutes
Max Marks : 100

Sem IX - MBHR6013 - Competency Mapping and Assessment

General Instructions

Answer to the specific question asked

Draw neat, labelled diagrams wherever necessary

Approved data hand books are allowed subject to verification by the Invigilator

- 1) How can individuals develop their personal competency frameworks to enhance their career growth? K1 (2)
- 2) Illustrate the steps to be followed in the "Organizational Goal Linked competency model". K2 (4)
- 3) Illustrate how can performance management work in a competency-based system? K2 (6)
- 4) Apply your understanding of KPAs and KRAs and competency mapping to prepare and identify competencies for the profiles of Training Manager and Customer Care Manager: 1. 5 KPAs for each role 2. 5 KRAs for each role 3. 5 behavioural competencies for each role K3 (9)
- 5) In your views how Behavioural Event and Descriptive Interviews are better equipped to identify appropriate competencies in prospective candidates than traditional interviews. Develop your viewpoint with the help of relevant examples. K3 (9)
- 6) As a HR consultant, you have been asked to conduct Assessment Centre for Business Development Executive of one Retail Company. Explain the procedure you will follow to conduct this assessment centre. Provide details while describing "Do's" and "Don't" of it K5 (10)
- 7) Organizational core competencies work as a facilitator for effective employees' performance. Analyse and develop it with the support of any competency framework model in details. K4 (12)

- 8) Competency Mapping for Leadership Development Company K5 (15)
Background: XYZ Consulting is a global management consulting firm known for its expertise in advising organizations on business strategies. As the company expands its services, XYZ Consulting faces the challenge of developing and nurturing effective leaders to drive growth and maintain its competitive edge.
Question: The senior leadership at XYZ Consulting recognizes the need to identify and determine leadership competencies that align with the company's strategic objectives. They aim to create a competency mapping framework that can be used to assess leadership potential, identify high-potential employees, and design targeted leadership development programs.
- 9) Competency Mapping for Sales Team Excellence Company K5 (15)
Background: ABC Electronics is a leading electronics manufacturer known for its high-quality products and strong customer service. The company's sales team plays a crucial role in driving revenue and maintaining customer relationships. However, with increasing competition and evolving market dynamics, ABC Electronics faces the challenge of ensuring that its sales team possesses the right competencies to excel in their roles.
Question: The company's sales leadership believes that the sales team's performance could be further optimized with a competency mapping exercise. They want to identify the key competencies required for success in different sales roles and develop a targeted training and development plan to bridge any competency gaps. Recommend the Training Program.
- 10) XYZ Construction is a reputable construction company known for delivering high-quality projects on time and within budget. As the company expands its project portfolio and workforce, it recognizes the importance of standardizing the skills and behaviors required for successful project management. To address this need, XYZ Construction decides to develop a job-based competency model for its project managers. K6 (18)
Questions:
a. Discuss what prompted XYZ Construction to develop a job-based competency model for project managers?
b. Discuss what were the key steps taken by XYZ Construction to develop the job-based competency model?
c. Discuss how did the job-based competency model impact talent selection and recruitment at XYZ Construction?
d. Discuss how did the job-based competency model contribute to performance management and professional development of project managers at XYZ Construction?