

SET II

MBA (HRM) 4th Semester

Course Title: **Competency Mapping**

Maximum Marks: **100**

Course No.: **MHRM-410**

Time Allowed: **3 hours**

Section A

Attempt all questions, each question carries 1 mark

Q1. _____ is the ability to integrate actions with an understanding of action so that learning occurs and changes are made when necessary.

- c) Practical competence
- b) Reflexive competence
- c) Foundational competence
- c) Applied competence

Q2 360-degree Assessment does not eliminate blind spots on the basis of self-assessment. **True/False**

Q3 Competency-based performance appraisal system provides a shared understanding of what will be monitored and measured. **True/False**

Q4. Kets de Vries (1996) identified the roles performed by most successful leaders. These role are

- a) Charismatic and architectural
- b) Tough and supportive
- c) Directive and mentoring
- d) Intellectual and coaching

Q5. Lancaster model of managerial competencies was developed by

- a) Robert Kaplan
- b) T.V. Rao & Udai Pareek
- c) Joseph Luft & Harry Ingham
- d) None of the above

Q6. Competency-based approach of developing competency model starts with a job analysis to identify a list of knowledge, skill and abilities that are required for effective job performance. **True/False**

Q7. The Action Centred Leadership model was put forward and developed in 1973 by whom?

- a) Beer
- b) Taylor
- c) Adair
- d) Fiedler

Q8. 360-degree Assessment does not eliminate blind spots on the basis of self-assessment. **True/False**

Q9. Job Competences Survey (JCS) was first conducted in

- a)1967
- b) 1987
- c) 1988
- d) 1973

Q10. _____ is the demonstrated ability to perform a set of tasks with understanding and reflexivity

- b) Practical competence
- b) Reflexive competence
- c) Foundational competence
- d) Applied competence

Section B

Attempt any five questions, each question carries 6 marks.

- Q 11 How Does Competency Mapping Help a Business Organization?
Q 12 Discuss the various myths about competencies?
Q 13 Discuss the competencies required to operate in a strategic business unit.
Q 14 Differentiate between team and role competencies.
Q 15 Elaborate the concept of structure role congruence in competency development strategy.
Q 16 Explain the concept of competency driven careers.
Q 17 What is meant by structured experiences? How these are used for assessing competencies?
Q 18 Write short notes on:
c) Repertory Grid
d) Business Games

5 X 6

Section C

Attempt one question from each unit. Each question carries 12 marks.

Unit I

- Q19 What is meant by competency mapping? Discuss the characteristics of competencies?
Q 20 Elaborate the competency management framework of linking HR processes to organisational strategy .

Unit II

- Q21 Discuss management competency framework, developed by Burgoyne and Stuart.
Q22 Elaborate the various issues related to developing competency models.

Unit III

- Q23 Briefly discuss the steps involved for development of core competency model.
Q24 Discuss how competencies be positioned in an organization to bring in competitive advantage?

Unit IV

- Q25 Define competency profiling. Differentiate between job, role and core competency profiling.
Q26 Discuss the competency based HR system with special reference to competency based selection and performance management.

Unit V

- Q27 Elaborate the role of assessment centres in organisations. How do assessment centres fit into the recruitment process?
Q28 Briefly discuss different psychometric inventories and tests commonly used in assessment centres.

5 X 12