

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FIFTH TRIMESTER (Batch 2021-23)
END TERM EXAMINATIONS, FEBRUARY 2023**

Set – I

Course Name	Competency Mapping & Assessment Centres	Course Code	20330
Max. Time	2 Hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. *All questions are compulsory. Marks are given alongside each question.*
- b. *Be clear and to-the-point in your answers.*

Q1. An insurance company was developing a competency framework. One group of HR experts with a particular interest in selection was expecting a competency framework based on Behavioral competencies. Another group was looking after the skill based training programmes was expecting a set of technical and task based competencies. Each group of user knew what they meant by competencies. In addition, the team who were developing the competency framework had their own view of how the framework would be used or applied- i.e. its purpose.

The user group had not made their expectations or needs explicit to the development team. The development team did not communicate its views about purpose to the users. Inevitably, the final framework could not adequately fulfil the purposes for which the user groups had intended to use it. Considering yourself as a member of the competency identification taskforce team, illustrate how would you go about developing an adequate competency framework using competency identification process and techniques and adopting one out of the eight competency Models you have studied in your course. Discuss the process in detail. **(10 Marks)**

Q2. Read the following case and answer the questions given in the end.

One of the Bob Nardelli's first moves, the former CEO of the Home Depot was to hire a highly visible, experienced Human Resource Executive to immediately dive into leading major strategy and change initiatives. As executive vice president of human resources, Dennis Donovan reported directly to the CEO and held one of the most powerful positions in the giant corporation. It's the reflection of the importance being given to building human capital in the company.

The Home Depot relies on the quality of its employees' interactions with customers to stay on the top in its business. More than 325, 00 employees interact with customers at a rate of 3 billion times a year, often at a personal level, helping them select right home products. When Nardelli took over as CEO, those human interactions were beginning to show signs of strain due to rapid growth. Donovan and his HR team designed and implemented around 300 different strategic change projects; many of them were to strengthen management and leadership skills of store managers, as their job is critical to achieving corporate goals. For example, HR department created a learning forum for district and store level managers.

Today, every Home Depot store has its own HR manager who works directly with the store manager to facilitate hiring and developing store level employees, including creating staff education seminars and e-learning portals.

Questions

2A. Develop a competency profile of Executive Vice President of human resources at Home Depot based on the description given in the case. **(6 Marks)**

2B. Design a competency assessment process for the job of Executive Vice President. Which competency assessment techniques would you like to use for the hiring process and why?

(4 Marks)

Q3. Explain in detail the methodology followed in conducting Behavioural Event Interview (BEI).

Based on STAR Technique, List 4-5 Behavioral Event Interview Questions for the top three Competencies required in Customer Care Manager's job that you will be asking the applicants who have applied for Customer Care Manager's job position in an organized retail company.

(10 Marks)

Q4. Read the following case and answer the questions that follow later.

Macro, the health services organization, used assessment and development centres to select management trainees for an accelerated management development programme. In their mid-20s, management trainees selected for the programme through biodata and situational interviews had their potential for further promotion and career development assessed by means of a one-day assessment and development centre after around two years on the management development programme. It assessed candidates on the following competencies:

- Self-organization;
- Adaptability;
- Problem-solving;
- Leadership;
- Alertness;
- Social skills;
- Team skills;
- Commitment;
- Communication skills;
- Need to achieve.

Candidates took part in five exercises:

- In-tray exercise; A group discussion exercise on allocating staff time; A one-to-one 'difficult customer' discussion exercise; A one-to-one 'difficult employee' discussion exercise; A self-appraisal questionnaire on achievement motivation.

After around ten years on the programme in their early 30s, candidates' potential for obtaining top executive levels was assessed in a five days' assessment centre on the following competencies:

- Desire to excel;
- Adaptability;
- Managing Teams
- Leadership;
- Managing Change;
- Communication skills;
- Intellectual/analytical skills;

Candidates took part in the following five exercises:

- An in-tray exercise; a business exercise; five outdoor activities; a presentation exercise; a group decision-making exercise.

Justify why Macro uses two different assessment & development centres to assess employees at two different career stages? Discuss whether it is using the right combination of exercises to assess the candidates? Recommend any other competency assessment technique that can be used by the company. Explain the step by step process of designing and executing ADCs.

(10 Marks)
