

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FIFTH TRIMESTER (Batch 2022-24)
END TERM EXAMINATIONS, JANUARY 2024

Course Name	Competency Mapping & Assessment Centers	Course Code	20330
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. All questions are mandatory
- b. Answers should be rich in content and precise with relevant examples and justifying remarks

Q 1. Identify the Key Performance Areas (or KRAs, Tasks, etc.) and corresponding 3-5 functional and technical competencies needed for each role along with the expected proficiency levels (5-level scale): **(5 X 3 marks)**

- a. Customer care executive
- b. HR manager
- c. Finance manager

Q 2. Assume that you are conducting interview for the post of "Regional Sales Head" of a FMCG company. Some of the job responsibilities include, but not limited to:

- Leading the sales team in planning and achieving sales targets
- Developing sales and distribution strategies
- Appointing new distributors and maintain good relationship with the existing ones
- Promotional activities for the channel partners
- Collection of market information, competitor activities

Perform job analysis of the role, identify KRAs and relevant competencies to perform the KRAs. Identify suitable assessment tools to judge the suitability of the candidature that must include at least one individual, one group and one psychological assessment tool. Provide suitable justification for the tools utilized. **(10 marks)**

Q 3. Hero Moto Corp Ltd. is an Indian motor cycle and scooter manufacturer in New Delhi, India. The company is the largest scooter manufacturer in the world. In India, it has a market share of 45% share in two-wheeler category. The 2008 Forbes 200 most respected companies list has Hero Honda motors ranked at #108. The market capitalization of the company was INR 308 billion (USD 5.66Bn) in year 2015.

Hero Honda started in 1984 as a joint venture between Hero cycles of India and Honda of Japan. In 2010 when Honda decided to move out of the JV, Hero group bought the shares held by Honda. Subsequently, in August 2011, the company was named Hero Moto Corp with a new corporate identity. In June 2012, Hero Moto Corp approved a proposal to merge the investment arm of its parent Hero Investment Pvt. Ltd. into the automaker. The decision came after 18 months of its split from Honda.

The company assists the customers from the firms of choosing vehicle model, color, finding the best finance option that suits them. They will constantly keep the customer update about their vehicle status until the delivery of vehicle is done. In case of serving the vehicle, the company is at their service, with option of collecting vehicle from the door step and once the work over deliver it back to the customer.

A competency map is a list of an individual's competencies that represent the factor most critical to success in given jobs, departments, organizations or industries that are part of the individual's current career plan. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role. It is the process of identifying the knowledge, skills, abilities, attitudes and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/ company specific. **(5 X 3 marks)**

- i. Elucidate different types of competencies of employees in an organization
- ii. Briefly explain the process of competency mapping followed by Hero Motors
- iii. Suggest various measures to overcome deficiencies in competencies. Explain your views.