

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

FIFTH TRIMESTER (Batch 2024-26)

END TERM EXAMINATIONS, JANUARY 2026

SET-1

Course Name	Competency Mapping & Assessment Centres	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

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):

- (i) Customer care executive (Retail Industry)
- (ii) HR manager (IT Sector) (2X5= 10 marks)

2. *InfoTech*, a software consultancy, is hiring for the role of Chief Consultant. This role requires high levels of "Persuasive Skills" and "Stakeholder Management" competencies. The HR Manager instructs the panel to use Behavioral Event Interviewing (BEI) to assess the candidates to ensure a high "Person-Job Fit."

- (i) Construct three behavioral interview questions, each for both the competencies, "Persuasive Skills" and "Stakeholder Management." (5 marks)
- (ii) Justify why Behavioral Event Interviewing (BEI) is considered more effective than traditional interviews for mapping behavioral competencies. (5 marks)

3. At *FinEdge Solutions*, the HR team is puzzled. Rajesh, a Senior Analyst, consistently meets his technical targets and possesses advanced financial modeling skills. However, when promoted to a Team Lead role, his performance plummeted. He struggled to manage team conflicts, rarely shared information, and became defensive during feedback sessions. Meanwhile, Priya, who had slightly lower technical scores but was known for her resilience and empathy, excelled in a similar leadership role. The HR Director realizes that while Rajesh's "visible" competencies were high, his "hidden" traits were not aligned with leadership requirements. The company now wants to re-examine its existing competency framework using the Iceberg Model to prevent such mismatches in the future.

- (i) Applying the Iceberg model, identify "hidden" competencies that Rajesh lacked. Choose the tools that can be used to measure them. (10 marks)
- (ii) Compare and contrast *Threshold Competencies* and *Differentiating Competencies* in the context of a Team Lead role at FinEdge. (10 marks)