

M.B.A DEGREE EXAMINATIONS: NOV / DEC 2010

Fourth Trimester

MASTER OF BUSINESS ADMINISTRATION

MBA535: Competency Mapping and Development

Time: Three Hours

Maximum Marks: 100

Answer All the Questions:-

PART A (1 x 20 = 20 Marks)

1. Case study

The Taj Group launched an employee loyalty program called the 'Special Thanks and Recognition System' (STARS). STARS was an initiative aimed at motivating employees to transcend their usual duties and responsibilities and have fun during work. This program also acknowledged and rewarded hard working employees who had done excellent work. The Taj Group had always believed that their employees were their greatest assets and the very reason for the survival of their business. To show its commitment to and belief in employees, the Taj Group developed the 'Taj People Philosophy' (TPP), which covered all the people practices of the group. TPP considered every aspect of employees' organizational career planning, right from their induction to their superannuation. It helped the company to boost the morale of its employees and improve service standards, which in turn resulted in repeat customers for many hotels in the group. The STAR system also led to global recognition of the Taj Group of hotels when the group bagged the 'Hermes Award' for 'Best Innovation in Human Resources' in the global hospitality industry. The group always hired fresh graduates from leading hotel management institutes all over India so that it could shape their attitudes and develop their skills in a way that fitted its needs and culture. TPP was developed in line with the Tata Business Excellence Model (TBEM). The three major areas of TPP included work systems and processes; learning and development; and employee welfare. As part of the TPP, the Taj Group introduced a strong performance management system, called the Balanced Scorecard System (BSS) that linked individual performance with the group's overall strategy. Taj carried out an organization wide employee satisfaction survey in mid 2000 of about 9000 employees. According to this survey, the reported satisfaction level was about 75 percent. The group aimed to increase this level to 90-95 percent, and eventually to 100 percent. The group also took strong measures to weed out under-performers. The group adopted the 360-degree feedback system to evaluate the performance of all top officials, from the Managing Director to

departmental managers, in which they were evaluated by their immediate subordinates. The 360-degree feedback was followed by personal interviews of individuals to counsel them to overcome their deficiencies. STARS, operative throughout the year (from April to March), was open to all employees across the organization, at all hierarchical levels. It aimed to identify, recognize and reward those employees who excelled in their work. Points were granted to employees on the basis of parameters like integrity, honesty, kindness, respect for customers, environmental awareness, teamwork, coordination, cooperation, excellence in work, new initiatives, trustworthiness, courage and conviction, among others. The STARS was not only successful as an HR initiative, but it brought many strategic benefits to the group as well. The service standards at all hotels of the group improved significantly because the employees felt that their good work was being acknowledged and appreciated. Analysts felt that the Taj Group had been highly successful because of its ability to provide better opportunities and give greater recognition to its employees, which motivated them to work to the best of their abilities. The Employee Retention Rate (ERR) of the Taj Group was the highest in the hospitality industry because of its employee-oriented initiatives.

Discuss and give your opinion on HR initiatives (STARS and TPP) contributed to the employee competency development, reward and recognition for the career path of Taj employees and the success of Taj group as a whole.

PART B (10 x 2 = 20 Marks)

2. Define competency
3. What are the benefits of competencies?
4. Differentiate motive and trait
5. What is knowledge?
6. List the view against competency
7. Define performance management
8. List the categories of competency
9. Brief competency mapping
10. Write a short note on succession
11. What is respondent trait?

PART C (4 x 15 = 60 Marks)

12. (a) How the competency development model structured for the organizational development

(OR)

(b) Explain the different types of competency characteristics

13. (a) Discuss the categories of competency with organizational examples

(OR)

(b) Elucidate Ice berg model with an example

14. (a) Enumerate the perspective that contributes towards building a balance score card

(OR)

(b) (i) Justify knowledge is key competency (5)

(ii) Explain Generic competency with examples (10)

15. (a) Discuss the evolution of performance management

(OR)

(b). How does the organization, the employees and the society benefit from competency based process approach
