M.B.A. DEGREE EXAMINATIONS: DECEMBER – 2008

Fifth Trimester

P07BA523: COMPETENCY MAPPING AND DEVELOPMENT

Time: Three Hours

Maximum Marks: 100

Answer ALL Questions:-

PART A (1 X 20 = 20 Marks)

1. Automatic Data Processing, Inc. (ADP) provides computerized transaction processing, data communication, and information services worldwide. With more than $8 billion in annual revenues, 600,000 clients and 44,000 ADP associates worldwide, ADP is a leading provider in each of their core businesses: Employer Services, Brokerage Services, and Dealer Services.

Challenge

One of ADP's strategic goals is to become an employer of choice, and several years ago the company began to look at what it would take from a training and development perspective to achieve that goal. A highly decentralized company, ADP had multiple approaches to learning, as well as a number of different learning management systems in place. The challenge was to create a centralized learning function that could provide scalable, consistent learning and performance programs, tools, and systems that optimize effectiveness across all business units.

Competencies at the heart of the ADP system

A central piece of the human capital equation at ADP is robust competency management. One of their critical decisions was to base the system on an existing competency dictionary. Using a rapid development process, teams of ADP HR professionals and subject matter experts determined the competencies for all of the jobs within the ten largest job families. This mapping allows for the automatic prescription of learning based on individual job code to the vast majority of ADP's associates. Managers also have the ability to populate each associate's "professional/technical skills" competency with appropriate specific competencies. The list of prescribed learnings is refined even further when managers select the required and demonstrated proficiency levels (on a 1-4 scale) of their associates. The proficiency levels help ADP associates identify gaps, and suggest learning resources to help close the gaps.

Tony, Chief Learning Officer for ADP, doesn't like the word 'training.' "Training sounds like something you do to people. Development is what happens within people. People perceive training as something that happens away from their day-to-day work, and we want to be involved in a process of continually helping our associates to develop in their current roles and for the next stop in their careers.

What is Competency Gap Analysis? How is the Competency Management System at ADP geared to help employees in their development?

PART B (10 X 2 = 20 Marks)

2. Explain Operant traits of Competency Characteristics.

3. Define Skill.

4. What are threshold competencies?

5. What are BEI. How are they used in Competency Mapping

6. Explain Competency Mapping

7. How is competence different from Competency?

8. Explain a Competency Model

9. Define a HR Score Card

10. How do you ensure that the Recognition given to employees are effective

11. What are the Components of a Performance Management Model?

PART C (4 X 15 = 60 Marks)

12 (a). "Compensation Programs Focus on the Job and Not on the Person" – Is this the right approach for an organization? If not, what is the alternative available to a HR Manager?

(OR)

12. (b) What do you understand by a Competency Model. What are the issues that you will keep in mind when you are designing a Competency Model?

13. (a) What are the competencies required for a successful manager?

(OR)

13. (b) What are the phases in which a Behavioral Competency Framework is developed? Elucidate them with examples

14. (a) What is an ice berg model of competency? Explain with an example the applicability of the model at a work place.

<div align="center">(OR)</div>

14. (b) What are the elements that constitute the Knowledge base? Why is managing Knowledge important to an organization?

15 (a) What is Competency Based People Processes and the need for these systems?

<div align="center">(OR)</div>

15. (b) How does the organization, the leaders and the employees benefit from a Competency based People Processes Approach?

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