



**I Semester M.Com. (FA) Examination, May 2024
(CBCS Scheme) (2020-21 and Onwards)
FINANCIAL ANALYSIS**

Paper – 1.6 : Competency Based Human Resource Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any seven** out of ten. **Each** question carries **two** marks : **(7×2=14)**

1. a) Define Performance Management System.
- b) What is meant by Job Specification ?
- c) Differentiate between Generic Competency v/s Key Competency.
- d) Define Attitude.
- e) Write any two limitations from competency framework.
- f) Define Action plan.
- g) Differentiate between 'Recruitment and Selection'.
- h) What is Core competency ?
- i) Write any two myths about Competency.
- j) What is Succession planning ?

SECTION – B

Answer **any four** questions out of six. **Each** question carries **five** marks. **(4×5=20)**

2. Explain how Individual goal linked with organizational goal in performance management system.
3. Differentiate between managerial v/s leadership competency model.
4. Explain Lancaster model of competency.
5. What are the tools of data collection of competency mapping ? Explain.
6. Explain competency-based succession and career planning.
7. Differentiate between Key Result Areas and Key Performance Indicators.



SECTION – C

Answer **any two** questions out of four. **Each** question carries **twelve** marks.

(2×12=24)

8. Explain the steps of organizational feedback mechanism.
9. Discuss need and importance of Competency development with suitable examples.
10. Explain the importance of competency mapping in future jobs and single incumbent jobs.
11. What is Transactional Competency, Traditional Competency and Transformational Competency ? Which one is most important and why ?

SECTION – D

Answer the following :

(1×12=12)

12. Identify competencies required for **each** role considering the tasks :
 - a) Marketing Manager.
 - b) Production Manager.
 - c) Training Manager.
 - d) Plant Maintenance Manager.
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