



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2015-2016)**

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Programme Name: **MMS**

**Semester: III**

Name of the Course: **Competency Based HRM**

Maximum marks: 100

No. of Sessions: **15**

Name of the Faculty: **Sheba G**

Mobile No:

Email:

Weblink:

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**Learning Objectives:**

- *By end of this course , the students should have gained enough knowledge with regards to Competencies – concepts and practical applications both in HRM area ; so as to enable them to apply the same in day to work situation and make them effective in their roles*

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**Reference Books:**

- 1.The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd;*
- 2. Competency Mapping by R K Sahu, Publisher : Excel*
- 3 .ASTD Competency Study: Mapping the FuturebyPaul R. Bernthal, Publisher: ASTD Press (June 6, 2004)*



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**Teaching Plan:**

<b>Session No</b>	<b>Topics to be covered</b>	<b>Books referred/ Recommended/ References-Print/Articles/ News/Research papers/ Online database/ Software /Simulations used</b>	<b>Learning outcomes</b>	<b>Evaluation of Students understanding by MCQs, Quiz, Short Test</b>
1	<b>Competency at work</b> <ul style="list-style-type: none"><li><i>New business realities and &amp; its impact on HR professionals</i></li></ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	How does current and future business env likely to impact the role of HR	<i>By asking Questions in each session , inviting opinions and ensuring active participation in ,discussions followed by periodic tests and quizzes – mostly oral and giving them assignments for presentations in each</i>



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				<i>session</i>
2	<b>Competency at work</b> <ul style="list-style-type: none"> <li>• <i>Concept of competencies</i></li> <li>• <i>Competencies @ work</i></li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	Basic concepts relating to competency – why of competencies?	- Do -
3	<b>Competency at work</b> <ul style="list-style-type: none"> <li>• <i>Types of competencies – behavioural and technical</i></li> <li>• <i>Competency description</i></li> <li>• <i>Competency levels</i></li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	Understanding of various types of co species and , how competencies are written and how are they graded	- Do -
4	<b>Competency at work</b> <ul style="list-style-type: none"> <li>• <i>Features of Competency Methods</i></li> <li>• <i>Historical Development</i></li> <li>• <i>Definitions</i></li> <li>• <i>Approaches to Mapping</i></li> <li>• <i>Case Studies in Competency Mapping</i></li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	Understanding the context of competencies and its historical evolution	- Do -



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5	<p><b>Competency at work</b></p> <ul style="list-style-type: none"> <li>• <i>Designing competencies dictionary</i></li> <li>• <i>Measuring of mapping competencies</i></li> </ul>	<p><i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i></p>	<p>Understanding of how do competencies work in actual practice and how one goes about writing and measuring competencies</p>	- Do -
6	<p><b>Competency at work</b></p> <ul style="list-style-type: none"> <li>• <i>BEI</i></li> </ul>	<p><i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i></p>	<p>Understanding of what the BEI is all about and its role in identifying competencies</p>	- Do -
7	<p><b>Competency at work</b></p> <ul style="list-style-type: none"> <li>• <i>Assessment centre</i></li> <li>• <i>Conducting and operating assessment</i></li> </ul>	<p><i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these</i></p>	<p>Understanding of basic concepts</p>	- Do -



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	<i>centre</i>	<i>references</i>	relating to AC & DC	
8	<b>Competency at work</b> <ul style="list-style-type: none"> <li>• <i>Role of assessors in an assessment centre</i></li> <li>• <i>Designing tools in an assessment centre</i></li> <li>• <i>Feedback mechanism</i></li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	Basic understanding of the methodology followed by the assessors during AC and how one goes about designing AC	- Do -
9	<b>Competency Mapping Procedures &amp; Steps</b> <ul style="list-style-type: none"> <li>• <i>Business Strategies</i></li> <li>• <i>Performance Criteria</i></li> <li>• <i>Criteria Sampling</i></li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	Understanding of as to how do competencies get linked to Bus strategies and how one decides the performance measures vis a vis the competencies	- Do -
10	<b>Competency Mapping Procedures and Steps</b> <ul style="list-style-type: none"> <li>• <i>Tools for Data Collection</i></li> <li>• <i>Data Analysis</i></li> <li>• <i>Validating the Competency Models</i></li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these</i>	To create awareness of the various methods to be used for Data	- Do -



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		references	collection and analysis	
11	<b>Competency Mapping Procedures and Steps</b> <ul style="list-style-type: none"> <li>• Short Cut Method</li> <li>• Mapping Future Jobs</li> <li>• Single Incumbent Jobs</li> <li>• Using Competency Profiles in HR Decisions</li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	Understanding of various steps and tools involved in designing competency model	- Do -
12	<b>Methods of Data Collection for Mapping:</b> <ul style="list-style-type: none"> <li>• Observation</li> <li>• Repertory Grid</li> <li>• Critical Incidence Technique</li> <li>• Expert Panels</li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	Understanding the role of Rep grid analysis & CIT in designing competency model	- Do -
13	<b>Methods of Data Collection for Mapping:</b> <ul style="list-style-type: none"> <li>• Surveys</li> <li>• Automated Expert System</li> <li>• Job Task Analysis</li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these</i>	Understand and application of various techniques mentioned herein in data collection and	- Do -



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	<ul style="list-style-type: none"> <li>• <i>Behavioral Event Interview</i></li> </ul>	<i>references</i>	<i>mapping of competencies</i>	
14	<b>Competency Models from Raw Data:</b> <ul style="list-style-type: none"> <li>• <i>Data Recording</i></li> <li>• <i>Analyzing The Data</i></li> <li>• <i>Content Analysis of Verbal Expression</i></li> <li>• <i>Validating Competency Models</i></li> </ul>	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos ( if available ) and class room presentations based on these references</i>	<i>Underrating of Thematic analysis and its relevance in carving out robust competency model</i>	- Do -
15	<b>Competency at work</b> Competency model for new HR professional <ul style="list-style-type: none"> <li>• <i>Strategic Contribution</i></li> <li>• <i>Personal Credibility</i></li> <li>• <i>HR Delivery</i></li> <li>• <i>Business Knowledge</i></li> <li>• <i>HR Technology</i></li> </ul>	<i>Recent articles and research papers published in various journals; internet on line links , and videos ( if available )</i>	<i>Understanding of the competencies required for HR professional in context of changing business scenario and VUCA environment</i>	- Do -



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**2. Practical Approach : Other activities (Atleast 4 distinct activities)**

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Role Play	BEI /AC-DC	Empathy and first hand feel of BEI and AC/DC	Based on real life incidents in the Corporate sector based on faculty's experience in the corporate sector
2	Industry Visit	Not applicable	NA	NA
3	Academic Projects	Review of selected papers and chapters form the prescribed and other ref material	Awareness of contemporary Indian and Global practices	Journal and prescribed references
4	Book/Paper Review	Testing for competence than intelligence – McClelland Core competence of organisations – Pralhad & Hammel	To understand historical perspective and the origin of competency based practices and its linkages with bus strategies	Published papers in American psychologist, HBR etc
5	Group Discussion	Practically in all competency related topics		Faculty led GD
6	Business Quiz / Business News sharing	Competency and HR area	To create awareness with regds to bus	





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		On regular basis	environment	
7	Videos / Simulation	Relevant topics subject to availability of videos	Reinforcement of the concepts and practices internalised in the class	Internet sites
8	Use of Softwares and Labs	Not applicable	<u>NA</u>	<u>NA</u>
9	Any other activity			



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**Evaluation:**

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
1 Class Test	Two Mid terms tests & Quizzes	20
2 Presentations	Presentations on given topics	8 ( two marks for sending in advance )
3 Case Discussions. Regular Reading /Proactive participation in class		
3.1 Assignments and exercises	Serious execution of assignments given in class Execution	7 ( for 3 and 3.1 put together
4Others – attendance , interest, grasp and comprehension	Physical and mental presence both required . Penalty for late coming , bunking the class	5

*NB : Zero marks for absence in any event like tests , presentations or failure in execution and submission of assignments with the stipulated time .*

**Signature of Faculty**

**Signature of the Co-ordinator**