



Programme Name: MMS / PGDM: **MMS**

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

Maximum marks: 100

No. of Sessions: **15**

Name of the Faculty: **Pravin Kalwar**

Mobile No:

Email:

Weblink:

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*

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)*



Teaching Plan:

Session No	Topics to be covered	Books referred/ Recommended/ References-Print/Articles/ News/Research papers/ Online database/ Software /Simulations used	Learning outcomes	Evaluation of Students understanding by MCQs, Quiz, Short Test
1	<p>Competency at work</p> <ul style="list-style-type: none"> • <i>New business realities and & its impact on HR professionals</i> 	<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>How does current and future business env likely to impact the role of HR</p>	<p><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 session</i></p>
2	<p>Competency at work</p> <ul style="list-style-type: none"> • <i>Concept of competencies</i> • <i>Competencies @ work</i> 	<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>Basic concepts relating to competency – why of competencies?</p>	<p>- Do -</p>



3	Competency at work <ul style="list-style-type: none"> • <i>Types of competencies – behavioural and technical</i> • <i>Competency description</i> • <i>Competency levels</i> 	<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	Competency at work <ul style="list-style-type: none"> • <i>Features of Competency Methods</i> • <i>Historical Development</i> • <i>Definitions</i> • <i>Approaches to Mapping</i> • <i>Case Studies in Competency Mapping</i> 	<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 -
5	Competency at work <ul style="list-style-type: none"> • <i>Designing competencies dictionary</i> • <i>Measuring of mapping competencies</i> 	<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 how do competencies work in actual practice and how one goes about writing and measuring competencies	- Do -
6	Competency at work <ul style="list-style-type: none"> • <i>BEI</i> 	<i>Books as referred above , recent articles and research papers published in various journals;</i>	Understanding of what the BEI is	- Do -



		<i>internet on line links , and videos (if available) and class room presentations based on these references</i>	all about and its role in identifying competencies	
7	Competency at work <ul style="list-style-type: none"> • <i>Assessment centre</i> • <i>Conducting and operating assessment centre</i> 	<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 basic concepts relating to AC & DC	- Do -
8	Competency at work <ul style="list-style-type: none"> • <i>Role of assessors in an assessment centre</i> • <i>Designing tools in an assessment centre</i> • <i>Feedback mechanism</i> 	<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	Competency Mapping Procedures & Steps <ul style="list-style-type: none"> • <i>Business Strategies</i> • <i>Performance Criteria</i> • <i>Criteria Sampling</i> 	<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	Competency Mapping Procedures and Steps <ul style="list-style-type: none"> • <i>Tools for Data Collection</i> 	<i>Books as referred above , recent articles and research papers published in various journals; internet on line links , and videos (if</i>	To create awareness of the various	- Do -



	<ul style="list-style-type: none"> • <i>Data Analysis</i> • <i>Validating the Competency Models</i> 	<i>available) and class room presentations based on these references</i>	methods to be used for Data collection and analysis	
11	Competency Mapping Procedures and Steps <ul style="list-style-type: none"> • <i>Short Cut Method</i> • <i>Mapping Future Jobs</i> • <i>Single Incumbent Jobs</i> • <i>Using Competency Profiles in HR Decisions</i> 	<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	Methods of Data Collection for Mapping: <ul style="list-style-type: none"> • <i>Observation</i> • <i>Repertory Grid</i> • <i>Critical Incidence Technique</i> • <i>Expert Panels</i> 	<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	Methods of Data Collection for Mapping: <ul style="list-style-type: none"> • <i>Surveys</i> • <i>Automated Expert System</i> • <i>Job Task Analysis</i> • <i>Behavioral Event Interview</i> 	<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>	Understand and application of various techniques mentioned herein in data collection and mapping of competencies	- Do -



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



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 con-temporary Indian and Global practices	Journal and pre-scribed references
4	Book/Paper Review	Testing for compe-tence than intelligence – McClelland Core competence of organisations – Pral-had & Hammel	To understand histor-ical perspective and the origin of compe-tency based practices and its linkages with bus strategies	Published papers in American psychologist, HBR etc
5	Group Discussion	Practically in all com-petency related topics		Faculty led GD
6	Business Quiz / Business News sharing	Competency and HR area On regular basis	To create awareness with regds to bus en-vironment	
7	Videos / Simulation	Relevant topics sub-ject 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:

Component	Details	Marks
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

