

> **Course Content:**

Semester	III Core
Subject	Competency Based Human Resource Management
Course Code	MMSHC303(RGCMS)
Credits	4
Duration	40

Sr. No.	Content	Activity	Course Outcome
1.	<p><b>Concept and definition of Role and competency.</b> History of competency, Types of competencies – generic/specific. Competency description, Competency levels, Designing competency dictionary, Why to promote a competency culture, Context and Relevance of competencies in modern organizations Evolution of Competency based HRM, Competency Selection; Competency based Training &amp; Development. Competency Based Performance Management; Competency Based Career &amp; Succession Planning, linking HR processes to organizational strategy, competency framework – development of personal competency framework, Developing Competency Models, Issues relating to Competency models..</p>	Lecture & Interactive Teaching	MMSHC303.1
2.	<p><b>Methods of Data Collection for Mapping</b> - Observation b. Repertory Grid c. Critical Incidence Technique d. Expert Panels e. Surveys, Job Task Analysis h. Behavioral Event Interview, i. Use of technology. Developing Competency Models from Raw Data: a. Data Recording b. Analyzing the data c. Content Analysis of Verbal Expression d. Validating the Competency Models</p>	Lecture & Interactive Teaching	MMSHC303.1
3.	<p><b>Competency Mapping and Assessment</b> – Meaning, purpose and Benefits, Steps in Competency Mapping – Measuring and mapping</p>	Case Studies, Class Discussions, Assessment Centre exercises, Field	MMSHC305.2

	competencies a. BEI b. Assessment centre c. Conducting and operating assessment centre d. Role of assessors in an assessment centre e. Designing tools in an assessment centre f. Integration of data, Report Writing and g. Feedback mechanism. Approaches to Mapping	Project, Presentations, Practical Examples Assignments	
4.	<b>Conceptual Framework of Performance Management</b> Performance Management process; Objectives of Performance Management system; Historical development in India; Performance management and Performance appraisal; Linkage of Performance Management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation.	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	MMSHC305.2
5.	<b>Implementation and Issues in Performance Management:</b> a. Defining Performance b. Determinants of Performance c. Performance Dimensions d. Approaches to Measuring Performance e. Diagnosing the Causes of Poor Performance f. Differentiating Task from Contextual Performance g. Choosing a Performance Measurement Approach. h. Measuring Results and Behaviors i. Gathering Performance Information j. Implementing Performance Management System	Lecture & Interactive Teaching	MMSHC305.2
6.	<b>Performance Management and Employee Development:</b> a. Personal Development Plans b. 360 Degree Feed Back as a Developmental Tool c. Performance Management and Reward System d. Performance Linked Remuneration System e. Performance Linked Career Planning and Promotion Policy	Lecture & Interactive Teaching	MMSHC305.2
7.	<b>Conducting Staff Appraisals</b> a. Introduction & Need b. Skills Required c. The Role of The Appraiser	Case Studies, Class Discussions	MMSHC305.3

	d. Job Description and Job Specification e. Appraisal Methods f. Raters Errors g. Data Collection h. Conducting an Appraisal Interview i. Follow Up and Validation		
8.	<b>Performance Consulting:</b> a. Concept b. The Need for Performance Consulting c. Role of The Performance Consulting d. Designing and Using Performance Relationship Maps e. Contracting for Performance Consulting Services f. Organizing Performance Improvement Department	Lecture & Interactive Teaching	MMSHC305.3
9.	<b>Reward for Performance:</b> a. Reward System, Components of Reward System, b.Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, c.Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	Lecture & Interactive Teaching	MMSHC305.4
10.	<b>Ethics in Performance Management:</b> a. Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, b. Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	Lecture & Interactive Teaching	MMSHC305.5

## II- Course Outcome:

Code	Course Outcome	Cognition
MMSHC303.1	Understand competency, its relevance and the competency model along with methods of data collection in mapping	Understand
MMSHC303.2	Analyze steps in competency mapping and performance management as a tool for employee development	Analyze

