

Semester	:	III-Core			
Title of the Subject / course	:	Competency Based HRM and Performance Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
2	To understand the concept of competency and competency based HR practices.
3	To understand the various approaches towards building a competency model
4	To understand how to integrate the applications of competency model with other HRM functions.
5	To impart the understanding about the Performance Management system and strategies adopted by the Organizations

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	<p>Concept and definition of Role and competency. 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 & Development. Competency Based Performance Management; Competency Based Career & Succession Planning, linking HR processes to organizational strategy, competency framework – development of personal competency framework, Developing Competency Models ,Issues relating to Competency models.</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Basic Understanding concept of Competency and its relevance to modern day Organizations.</p>

Sr. No.	Content	Activity	Learning outcomes
2	<p>Methods of Data Collection for Mapping:- . 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>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Gaining knowledge about the various methods of data collection in mapping process and knowledge of validating the Competency model.</p>
3	<p>Competency Mapping and Assessment – Meaning, purpose and Benefits, Steps in Competency Mapping –, Measuring and mapping 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</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Knowledge about running the assessment centre and Report writing and learning about how to give feedback.</p>
4	<p>Conceptual Framework of Performance Management 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.</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Learning about the conceptual frame work of Performance Management System and its linkage with HR practices</p>
5	<p>Implementation and Issues in Performance Management: 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</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Learning about the Implementation of Performance Management System, issues and challenges</p>

Sr. No.	Content	Activity	Learning outcomes
	g. Choosing a Performance Measurement Approach. h. Measuring Results and Behaviors i. Gathering Performance Information j. Implementing Performance Management System		
6	Performance Management and Employee Development: 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	Case Studies, Class Discussions	Studying performance management as a tool for employee development
7	Conducting Staff Appraisals a. Introduction & Need b. Skills Required c. The Role of The Appraiser 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	Case Studies, Class Discussions	Understanding the process of conducting staff appraisal
8	Performance Consulting: 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	Case Studies, Class Discussions	Understanding performance consulting
9	Reward for Performance: 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	Case Studies, Class Discussions	Study of rewards for performance

Sr. No.	Content	Activity	Learning outcomes
	Remedies, c. Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices		
10	Ethics in Performance Management: 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	Case Studies, Class Discussions	Overview of ethical practices in performance management
11	Case Study and Presentations		

Text books

1	Armstrong, M. & Baron, A., Performance Management and development, Jaico Publishing House, Mumbai.
2	Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3	Bagchi, S. N., Performance management, Cengage Learning India
4	Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education

Reference books

1	Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; Latest Edition
2	Ganesh Shermon: 'Competency based HRM'; Tata McGraw Hill; Latest Edition.
3	Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition.

Assessment

Internal	40%
Semester end	60%