SEMESTER – III: HUMAN RESOURCES

Mandatory Course 1: Competency-based HRM & Performance Management

Course Type:	PS: Program Specialisation	Course Credits:	4
Course Code:	H3PM507	Course Duration:	60 Hours

Course Objective:
- To enable students to design and implement effective performance management frameworks aligned with organizational strategies
- To develop skills to critically evaluate performance appraisal methods, including contemporary and competency-based approaches
- To cultivate understanding of aligning employee competencies with organizational goals for performance enhancement.
- To introduce the fundamentals and principles of competency-based human resource management systems.
- To foster practical application of competency models for enhancing talent acquisition, retention, and development strategies

Pre-requisites:
- Knowledge of HR functions and performance
- Understanding of HR systems and organizational goals

Course Outcomes:
- CO1: Understand history, concept, functions, and significant role of competency in the organization.
- CO2: Analyse the competency mapping process and its application using various methods and tools in the organisation.
- CO3: Create various approaches towards building a competency model and integrate the applications with HRM functions
- CO4: Understand the conceptual framework of Performance Management System in the organisation
- CO5: Apply and create methods of performance appraisal and evaluate the effectiveness of various performance appraisal methods in the organisation.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	**Introduction and Concept of Competency:** ● Definition and history of competency ● Difference between competence and competency ● Types of Competencies – Generic, Behavioural and Functional ● Key components of Competency Framework	CO2, CO1	6
2	**Competency Mapping Process:** ● Meaning and Definition ● Process of Mapping Competency for HR functions	CO2	6
3	**Developing Competency Framework and Models**: ● Meaning of Competency Model ● Development of competency framework ● Five level of Competency Model, Mc ● Clelland's Competency Model & Lancester Model of Competency	CO3	6
4	**Measurement and Metrics of Competency Mapping**: ● Methods of Data Collection ● Repertory Grid ● Critical Incident Method ● Expert Surveys ● Job Analysis and Design ● Behavioral Event Interview, etc.	CO3	6
5	**Assessment of Competency; Using Various Tools:** ● Conducting various exercises in Assessment Centre- In Basket Exercise, Group Discussion, Role Play, Exercises, and Simulations ● Psychometric Tools	CO2, CO3	6

	● Feedback and Report writing		
6	**Foundation of Performance Management System** ● Concept and Definition of Performance Management System ● Objective and Scope of Performance Management Systems ● Importance of Performance Management System	CO4	6
7	**Management of Performance:** ● Components of Performance Management ● Process for Managing Performance ● Implications of Performance Management System	CO4	6
8	**Dimensions to measure Performance** ● Setting Performance Standards ● Job Analysis in Performance ● Goal Setting: KPIs, KRAs, SMART goals	CO4	6
9	**Performance Appraisal System Implementation:** ● Defining Performance Appraisal ● Methods of Performance Appraisal ● Biases and Errors in Performance Appraisal ● Approaches to Performance Appraisal ● Appraisal Interviews	CO5	6
10	**PMS Feedback and Ethics in Performance Management:** ● Performance Feedback ● Guidelines of Corrective Feedback ● Need and Role of Performance Consulting ● Ethical Issues and Dilemmas in Performance Management	CO4, CO5	6

Textbooks:

1. The handbook of Competency Mapping: Understanding, Designing and implementing Competency Models in organizations by Seema Sanghi Sage Publication

2. Competency Mapping and Assessment: A practitioner's Handbook: Seema Sanghi Routledge India Original.

3. Armstrong, M. & Baron, A., Performance Management and development, Jaico Publishing House, Mumbai

4. Bagchi, S. N., Performance management, Cengage Learning India

5. Bhattacharyya, D.K., Performance Management Systems and Strategies, Pearson Education

Reference Books:

1. Performance Management by Julie Freeman

2. Bringing out the best in people by Daniels.

3. Effective Performance Appraisal by James Neil

4. International Human Resource Management by Peter J Dowling, Device E Welch, 4th Edition.

5. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors