

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30(20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to appraise the student with competency mapping and development.

- History & Origin of Competency , Reasons for Popularity of Competency, Views Against Competency, Definitions. **(8Hours)**
- Skill, Knowledge & Motive , Trait & Self Concept , Iceberg Model of Competency, Traits of Competency. **Case Study1:** Talent management at Telekom Malaysia Berhad **(8Hours)**
- Threshold Competencies , Differentiating Competencies, Generic or Key Competencies, Functional or Technical Competencies , Leadership or Managerial Competencies. **(8Hours)**
- Determining the objective & Scope , Clarifying Implementation Goals & Standards , Create an Action Plan, Define Performance, Effectiveness Criteria . Identify a Criterion Sample , Data Gathering & Interim Competency Model. **Case Study2:** The perception of employer value propositions and the contrast between Dutch and Chinese graduates: A case study of TNT. **(8Hours)**
- Leadership and managerial competency models , Delphi Technique , Competencies & Generic Indicators , 360 Degree Feedback . HR Generic Competency Model , Supervisory Generic Competency Model. **(8Hours)**

**SUGGESTED READINGS:**

1. Decenzo , D.A., & Robbins, S.P.(2005). Human resource management. John Wiley & Sons, USA.
2. Hall, Calvin S. et al .(1998).. Theories of Personality. Wiley Publication. USA.
3. Newstrom, J.W., & Keith, D.( 2003). Organizational Behaviour – Human Behavior at work. Tata McGraw Hill. New Delhi.
4. Parek, U., & Khanna, S.(2011). Understanding Organizational Behaviour. Oxford University Press., USA.
5. Pareek , U., & Lynton, R.P. (1990). Training for development. Vistaar Publications. New Delhi.
6. Robert , N. L. (2009). Human Relations in Organizations: Applications and Skill Building (6<sup>th</sup> ed.). India: McGraw Hill Education, New Delhi
7. Stephen, R. Et al. (2006). Training in Interpersonal Skills – tips for managing People at work. Pearson, New Delhi.
8. Whetten, & Cameron.(2002). Development Management Skills(7<sup>th</sup> Ed.). Prentice Hall, New Delhi
9. Whetten & Cameron.(2007). Development Management Skills; 7<sup>th</sup> Ed. Pearson PHI, New Delhi.
10. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110645>.
11. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111117125>.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.