

Course Name: **Competency Mapping and Assessment Center (CMAC)**

Credits	3.0
Faculty Name	Dr Andrew Dutta, Xavier University
Program	MBA-HRM-II
Academic Year and Term	2021, Term-IV
Prerequisite	None

1. Course Description

A practical, application-oriented course that covers real-life aspects related to the practice of Competency Mapping and the designing and running of Assessment and Development Centers in organization. This course will develop the personal skill of the student to design various interventions to build a competency-based organization. The exercises and tools in this course will be designed to make it simple and easy for students to understand the concepts and apply it practically in future at their respective workplaces. This course is designed and delivered in the class keeping in mind students who look for a serious career in HR and especially in competency-based assessment centers.

2. Student Learning Outcomes.

After attending this course the student will be able to:

- = Conduct competency mapping for organizations
- = Develop Competency Models and Framework
- = Design and manage Assessment and Development Centers
- = Develop Individual Development Plans and give IDP Feedback.

3. Required Text Books and Reading Material

- = Competency-Based Human Resource Management – Srinivas Kandula
- = Competency based HRM – Ganesh Shermon
- = The course instructor will provide additional professional and industry-grade application materials in the class.

4. Tentative Session Plan

Session Number	Topics	Activities/Study Materials
1	Talent Management through Competencies –	KPMG, CIPD-UK, Class Lecture, introduction, action setting.
2	Competencies – concept and introduction	KPMG, HG, CIPD-UK, video based components of competency.
3	Competency Classification	TVRLS, Practicum in class with TVRLS materials to classify competencies.
4	Competency Mapping – Definition and	TVRLS, CIPD-UK, class

	Method	lecture
5	Methods for Competency Mapping- Basic –	KPMG, class lecture
6	Methods for Competency Mapping- Advanced	KPMG, Practicum in class to classify KA into KSA
7	Role-Set based Competency Mapping- TVRLS	Class lecture, introduction to the method
8	Behavioral Indicators	TVRLS, CIPD-UK, class lecture for introduction
9	BEI for Competency Mapping – I (Spencer & Spencer)	Methods mapping, class practicum
10	Developing Competency Models and Framework	KPMG, Practicum, CIPD-UK, case event in class.
11	Competency Assessment Methods- Basic	UCAM, KPMG, HG, introduction, model ideation.
12	Competency Assessment Methods – Advanced – I	KPMG, Class Lecture and practicum of AC-DC
13	Competency Assessment Methods – Advanced – II	KPMG, Class Lecture and practicum of AC-DC contnd.
14	Assessment of Competencies – Practicum, CIPD-UK	Practicum
15	Assessment of Competencies – Practicum, CIPD-UK	Practicum contd.
16	AC & DC Report Writing –KPMG	Report writing basics, class lecture.
17	Development Center IDP Formulation – Practicum, TVRLS	Giving feedback, class practicum
18	DC Feedback Sessions – KPMG	Giving feedback, class practicum
19	Designing and Deploying a Development Center with Feedback sessions and IDPs. This would be done by all course participants without facilitator intervention.	Student Practicum.
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5. Evaluation Components

- A. End Semester exam (45% Weightage): Closed book, full course & comprehensive examination and the date will be as notified by the CoE Office. This exam is a test of application skills of the student. Questions will be set to see whether the student can solve competency related problems usually faced in the organizations.
- B. Mid Term (35% Weightage): Closed Book, till sessions covered in class. This will be conducted according to the CoE notifications. The purpose of the exam is to test clarity of concepts. This is NOT an MCQ type of test but short open ended questions will be set and conceptual clarity will be evaluated.

- C. Group Case Study Work (20% Weight age) – Case based, post midterm work. Case would be given to students and they would have to arrive at design solutions for the problems mentioned in the case. This would be a group activity of 5 member groups.

6. Academic Integrity

Students subscribing to this course will be bound by the Academic Policy as specified in the Student Manual of XUB. For all in-class and evaluation purposes, the decision of the course instructor will be binding and final on every student. Every Student for this course must conduct their studies honestly, ethically and in accordance with generally accepted standards of academic conduct. Any form of academic misconduct is unacceptable. If some students are found to engage deliberately in academic misconduct, with intent to deceive it would be construed as pre-mediated form of cheating and would attract the highest penalty of grade withholding.

7.0 No Network Policy

All students are requested not to operate any network enabled devices such as cell phones, etabs, ipads or any other electronic network enabled devices inside the classroom during the sessions except laptops on specially assigned course days. In case you are compelled to carry it in person, you may keep it in the switched off mode. Anyone found to violate this policy will be debarred from participating in component D and will be losing the said percentage of marks.

8.0 Student Profile

Students who are not willing to work very hard for this course, may kindly NOT register. This course requires deep focus, attention, regular practice and high level of commitment. Students who do not have these competency components, may PLEASE excuse themselves from this course.

8.0 Course Declaration: By subscribing and registering to this course, the student is deemed to have read, understood and unequivocally agreed to abide by the terms and conditions mentioned in this course outline and will not attempt to negotiate any items mentioned above with the course instructor before, after or during this course.