



Calcutta Business School

Course Name and Subject Code: *Managerial Competence and Career Development*
(DM - 22408)

Term: *III*

Academic Year: 2020-22

Course Instructors' Name and Designation:

Dr. Shuvendu Majumder

Background of the Course: Managerial competencies refer to habitual observable behaviours. Behaviour is neither a personality trait nor character or knowledge. Aptitudes direct managerial competencies towards action. It is possible to measure competencies not only its development level at a certain moment, but also its progress and learning process. Including acquisition of new behavioural habits, which implies the possibility of acquiring knowledge. Managerial competency models are generally well accepted by executives and HR professionals, as they identify a range of valuable managerial behaviours, offer a tool for individual self-development and outline a framework for companies to select and train their managers. However, it is uncertain whether it is feasible to delineate a stable set of competencies applicable to different managerial situations and context. Moreover, managerial competencies are considered as important within different cultural and work environments as compared to faster career-progressing managers. It is ascertain from research findings that managerial competencies are broadly similar in importance across cultural environments. Assessed competencies associated with planning, organizing and motivating others distinguish more rapid career-advancing managers regardless of their culture or work environment while these competencies are necessary for career advancement. Therefore, individuals will assume the importance of managerial competencies required for the job performance of incumbents working in different cultural environments.

Course Description: The course outline is designed with an intention to impart knowledge about:

- Concept, significance, components and applications of competencies.
- Competency Framework, Competency Mapping and Modeling.
- Applications of Competency Mapping in HR sub-functions.
- Competency profiling through Assessment Centre and Development Centre approaches.
- Concept, applications and models of Talent Management.
- Strategies and techniques for identifying, measuring and developing talent.
- Concept, applications and models of HRD Audit & Accounting
- Concept and framework of HR Scorecard.

Apart from the above mentioned topics, some contents are also considered, which are as follows:

- Competency Mapping & Skill Inventory.
- Competency Mapping for Talent Management.
- Concept of People Capability Maturity Model.
- Issues and Challenges in Performance Management.
- Essential Tools to measure competencies.

Course Objectives: The objectives of this course are:

- To orient the management aspirants about the concept of and the uses competencies in the organizational context.
- To take them through learning experiences about how to develop organization as well as task specific competency framework and models so as to map and fix the requisite competencies into it.
- To make them understand about the tools and techniques such as assessment centre and development centre through which competency profiling is done.
- To illustrate them the concept of talent acquisition, development and retention, so as to make use of it to the fullest extent for good governance and sustainable development of the organization.

Study Materials and Resources: The Study Materials and Resources are mentioned in the respective column of Resources/Assignment.

Teaching and Learning Strategy

Sl No.	Topics/ Particulars	Teaching Hours	Resources/Assignment
1.	Introduction to Skill, Managerial Skills, Roles of a Manager	3 Hrs. (Discussion Session)	Resources: Koontz, H. & Weihrich, H. (2013). Essentials of Management. McGraw Hill. (CH: 1) Stoner, J. A. F., Freeman, R.E, & Gilbert, D. R. (2009). Management. Pearson. (CH: 1)
2.	Knowledge, Skill and Attitude, Differences between Competency and Competence; Identification of Competency; Developing Competency Models	3 Hrs. (Discussion Session)	Resources: Sanghi, S. (2010). The Handbook of Competency Mapping. Response Books. (Chapter 1,5) Whiddett, S. & Hollyforde, S. (2010). The Competencies Handboo. Jaico Publication. (Chapters 1,2) Sahu R. K. (2009). Competency Mapping. Excel Books. (Chapter 3,4) Assignment: Presentation on “Linkages between different levels of Competencies and Strategies”.
3.	Applications of Competency Mapping in organizations. Design and Administration of instruments of Competency Mapping.	3 Hrs. (Discussion Session)	Resources: Sahu R. K. (2009). Competency Mapping. Excel Books. (Chapter 8,9,10,11) Sanghi, S. (2010). The Handbook of Competency Mapping. Response Books. (Chapter 6) Assignment:
4.	Developing Personal Competency Framework, Assessment and Development Centre. Framework for evaluating ADCs; 360	3 Hrs. (Discussion Session)	Resources: Sahu R. K. (2009). Competency Mapping. Excel Books, 2009. (Chapter 8) Sanghi, S. (2010). The Handbook of Competency Mapping. Response Books. (Chapter 10,11)

	Degree Feedback and Assessment; Learning from 360 Degree Feedback and Experience from Indian Industries. Assessment Centre as a HR Intervention.		Rao, T. V., Ramnarayan, S. & Chawla, N. (2010). Life After 360 Degree Feedback and Assessment & Development Centers (Vol. III). EXCEL Books. Assignment: Case Study
5.	Development and Application of Competency Models. HRD Audit & Accounting	3 Hrs. (Discussion Session)	Resources: Rao, T. V. & Rao, T. (2014). HRD Audit. Sage. Assignment: Prepare a chart, considering the HR sub-functions along the horizontal axis and the applications of Competency Mapping along the vertical axis.
6.	Application of Competency Mapping in HR sub-functions: <ul style="list-style-type: none"> • Selection • Performance Review • Training and Development Compensation Concept of People Capability Maturity Model Assessment Centre Approach and Competency Profiling.	3 Hrs. (Discussion Session)	Resources: Sanghi, S. (2010). The Handbook of Competency Mapping. Response Books. (Chapter 6) Sahu R. K. (2009). Competency Mapping. Excel Books, 2009. (Chapter 7) Sharma, Radha R. (2002). 360 Degree Feedback and Competency Mapping and Assessment Centres for Personal and Business Development. New Delhi: Tata McGraw-Hill Education. Assignment: Case Study
7.	HR Scorecard: Cost Benefit Analysis; Measuring Business Performance and HR alignment; Guidelines for implementing Scorecard.	3 Hrs. (Discussion Session)	Resources: Becker, E. B., Huselid, M. A. & Ulrich, D. (2001). The HR Scorecard. HBR Press Dessler, G. & Varkkey, B. (2016). Human resource management: Pearson Education.

			Assignment:
8.	Steps of Career Planning Succession Planning, Succession Chart Performance Counselling	3 Hrs. (Discussion Session)	Resources: Rao, T. V. (1999). Appraising & Developing Managerial Performance. EXCEL Books. Case Study
9.	Case Study Presentation; Quiz & Speakers' Corner; Work Shop etc.	6. Hrs. (Discussion Session)	Assignment: Case Study: Rao, T. V. (1999). Appraising & Developing Managerial Performance. EXCEL Books. (CH: 12, 14- Cases on Crompton Greaves Ltd., L & T Ltd. Voltas Ltd., SBI etc.

The Evaluation Scheme

Sl. No.	Particulars	Percentage
1	Term Paper & Survey	20
2	End term Examination	40
3	Assignment/Case Study	10
4	Quiz & Oral (Speakers' Corner)	20
5	Class Participation	10
Total		100