

Amrita School of Business
Amrita Vishwa Vidyapeetham
Coimbatore

Term VI (Jan 2019 – March 2019)

Course Title:	Managerial Competence and Career Development
Course Code:	HR636E
Credits:	3
Total Sessions:	24
Course Instructor:	Dr. V. Parvathi
Contact Information:	vparu81@gmail.com
Course Link:	
Office:	
Office hours:	Tuesday 11 am – 3 pm
Course contributes mostly to:	Employability/ Entrepreneurship/ Skill Development/ Value-add

Course Description

Managerial competence and career development course will help students on how to develop and map competencies, and design competency models. It is designed to help the management students understand the complexities and dynamics of competency models and related decision making. It will help students to design and implement the appropriate competency framework. It will also help management students understand the application and know-how of competency mapping, which is primarily to develop the capacity to act, implement, and bring performance improvement in the workplace.

Course Objectives

Managerial Competence and career development is more an adaptive process for planning and implementing change than a blue print of how things should be done. The main objectives of the course therefore may be stated as

1. Appreciate the impact of Competency Development and need
2. Fit appropriate Competency and Career strategies that fit appropriately
3. Design appropriate model and interventions that suit the organizations
4. Implement appropriate context relevant model in organisations
5. Lead and manage Competency development and career

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the 'Critical and integrative Thinking', 'Societal and Environmental Awareness' and 'Leadership' learning goals. The assessments, written report for the field visit and the writing exercise would reinforce the second learning goal, 'Effective written and oral communication'.

CO \ LG	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	3	1	0
CO2	3	2	3	1	1
CO3	3	2	2	2	2
CO4	3	0	2	1	2
CO5	3	2	2	1	2

Key: 3 – Highly relevant; 2 – Moderately relevant; 1 – Low relevance; 0- No relevance

Unit-wise scope for outcomes and Bloom's taxonomy

Managerial Competence and Career Development is an intense application oriented program, facilitating learning on the analytical, critical thinking, evaluating and implementing paradigms.

Bloom's Levels of Learning \ CO	CO 1	CO 2	CO 3	CO 4	CO 5
Creating				X	X
Evaluating			X	X	X
Analyzing		X	X	X	X
Applying		X	X	X	X
Understanding	X	X	X	X	X
Remembering					

Structure of the course

Managerial Competence and career development is a critical thinking course that has all elements of building a strategic and holistic model for organisations.

Pedagogy

As Managerial Competence and Career Development requires a strong combination of theory, concepts and practical applications, the participants are provided a strong theoretical foothold, applications to show how. Thus the course adopts the following methods in the course:

- Real Life cases to improve the analytical perspective of individuals and understand the intricacies of the subject taught.
- Group discussions, exercises and games for the experience of small group interaction. Also in groups the participants work on analysing organizations that have implemented growth, transformative and turnaround situations and write a case about their experiences that provides a good opportunity to enhance their analytical and case writing skills.
- Case discussions and student presentations for the experience of the interaction with a large group in a formal setting
- An experiential hands on simulation. The course offers opportunities to interact with professionals who implemented organization wide interventions. Also in groups the participants work on analysing organizations that have implemented growth, transformative and turnaround situations and write a case about their experiences that provides a good opportunity to enhance their analytical and case writing skills.

Assessment (Grading Policy: Relative)

S. no	Assessment exercise	Description	Weight
Group assessment (25%)			
1	Case discussion	Participants in groups analyse a case the strategies and process involved in the same	15
2	Presentation	<i>Participants in groups must study the intervention and benchmark practice and make a presentation on the assigned topic</i>	20
Individual Assessment (75%)			
1	Attendance	<i>Expected attendance, as per the rules</i>	5%
3	Debates / Class Activity	<i>An open book Application with emphasis on the ability to apply and appreciate change management models to case scenarios</i>	30%
4	End-term examination	<i>An open book exam with emphasis on designing specific effective OD interventions and strategies in various dynamic organizational scenarios.</i>	30%

<u>Session Number</u>	<u>Topic</u>	<u>Readings/Cases/Exercises</u>
1	What is competency	Management Game
2	The Competency Ice berg	Application Case Study
3	Case Discussion of the Turnaround of Competency model	Taj - The remake
4	Competency Based HRM	Oracle Case Study
5	Competency Frame work	Infosys Case Study
6	Competency Model Fundamentals	Management Games & Simulation
7	Competency Modelling Benchmarks	Group Discussion of Great places to work
8	Competency Model Tools	Psychometric - Simulations
9	Competency Model Tools	Self-Appraisal and Work style Inventory
10	Competency Reformation	Group Work and Analysis
11	Competency Mapping	Management Game
12	Assessment	Sprint IBM Case study
13	Situational Approach to competency Mapping	Video Case study of Talks
14	Transcultural Management Competency	Case Study
15	Issues Relating to Competency Model	Viability Analysis
16	Assessment Centre Approach to Competence Development	Simulation
17	Career	Testing
18	Career Management	Microsoft Case Study
19	Innovative corporate career initiatives	Presentation
20	Career Transitions	Presentation
21	Succession Planning	Presentation
22	Job Sculpting	
23	Mentoring & Coaching	
24	Assessment Day	

Course Requirements

Throughout this course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct both at individual level and as groups. The potential of making learning interesting and effective lies primarily in the hands of the students and are expected to use the same for this course throughout the term. The course demands **study efforts of 6 hours/week outside classroom (3 hours for every one session of class). Preparation is mandatory for attending the classes.**

Text Book

Course Material Developed by Faculty

The handbook of competency mapping., Seema Sanghi, Sage Publication., second edition