

## (HUMAN RESOURCE MANAGEMENT)

### COMPENSATION AND PERFORMANCE MANAGEMENT

#### OBJECTIVES:

- ❖ To develop an understanding of the complexities in deciding compensation of employees.
- ❖ To understand the strategic importance of compensation as a management tool for organization performance.
- ❖ To realize the dynamic nature of compensation as it tries to balance multiple objectives of equity and competitiveness.
- ❖ To integrate Performance Management in work practices.

**UNIT-I Compensation:** Definition – Dimensions of compensation program – factors influencing compensation – aligning compensation strategy with business strategy – concept of reward –Types - Managing Compensation: Designing a compensation system – internal and external equity - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management .

**UNIT-II Wage concepts and theories:** minimum wages, fair wages, living wages – money and real wages – wage theories – wage incentives - classification of incentives, incentive systems, wage incentives in India – fringe benefits - wage differentials. Executive compensation – trends – welfare measures – statutory and non-statutory.

**UNIT-III The payment of Wages Act 1936, The Minimum Wages Act 1948.** And other act and amendments-institutional mechanism for wage determination.

**UNIT-IV Performance Management:** Importance - process- Definition – Goal Setting- Linkages to Strategic Planning- Competency mapping- Performance Management System: objectives –Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- Performance Management Tools: Importance- Traditions and Modern Techniques- Balanced Score Card.

**UNIT-V Appraising for Recognition & Reward:** Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system - Performance management skills – Building and leading High performing teams – Performance Monitoring and Counseling: Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- Role efficiency- Coaching- Counseling and Monitoring- Performance Audit.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### OUTCOMES:

1. Ability to decide a compensation strategy for the organization by collecting the relevant information from the market as well as employee expectations.
2. Ability to integrate compensation with other HR initiatives in line with the ever changing organizational realities.
3. Ability to use Compensation as a tool for motivation / retention and team building.
4. Initiation of Performance Management in the organization.

#### REFERENCES

1. V.Rao: "Performance Management Appraisal Systems", Sage Publications, 2008
2. A.M.Sarma, N.Sambasiva Rao: "Compensation and Performance management", Himalaya Publishing House, Mumbai
3. Dewakar Goel: "Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2012
4. B.D.Singh: "Performance Management Systems" Excel Books, New Delhi, 2010
5. A.S. Kholi: "Performance Management", Oxford University Press, New Delhi, 2012
6. Prem Chadha: "Performance Management", Macmillan India, New Delhi, 2008.
7. Bagchi: "Performance Management", Cengage Learning, New Delhi, 2012.

#### WEB LINKS:

1. ["A Comparison of Application Performance Management Suites from CA, HP and Oracle"](#)
2. ["Application performance monitoring tools: Three vendor strategies"](#)
3. ["Bad bonus rules are worse than bad bonuses"](#)
4. ["Want to Retain Me? U.S. Workers Say 'Show Me the Money'"](#)

## MANAGEMENT OF INDUSTRIAL RELATIONS

### OBJECTIVES:

1. TO explore contemporary knowledge and gain conceptual understanding of industrial relations and hr
2. .TO understand how to deal with legal problems emanating from employer and employee relations in organizations

**UNIT-I** Industrial Relations Management –Scope and significance, Recent trends in IR Concept- Evaluation – Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Employment Structure -Wider approaches to industrial relations- Labour Market ,ILO structure.

### UNIT-II

Trade Unions- introduction-Definition and objectives-growth of Trade Unions in India-trade UnionsAct-1926 and Legal framework-Unionrecognition-Union Problems-EmployeesAssociation-introduction ,Objective Membership, Financial Status , Tri partism.

### UNIT-III

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics – Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

### UNIT-IV

Social Security: introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security – Workers' education objectives -Rewarding.

### UNIT-V

Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India. Strikes ,Lock out, Gheroas, Layoff, Retrenchment and closure : unfair labour practices

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### OUTCOME:

1. Students will know how to manage workplace conflict and how to resolve industrial and human resource problems.

### REFERENCES:

1. C.S Venkataratnam: "Industrial Relations", Oxford University Press, New Delhi, 2011.
2. Sinha: "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi, 2013.
3. Mamoria: "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2010.
4. B.D.Singh: "Industrial Relations" Excel Books, New Delhi, 2010
5. S C Srivastava "Industrial Relations and Labor Laws" Vikas, 2012.
6. Padhi " Labour and Industrial Relations" PHI, 2012.
7. Venkata Ratnam "Industrial Relations" Oxford, 2012.

### WEB LINKS:

1. [\*Neil W. Chamberlain: A Retrospective Analysis of His Scholarly Work and Influence\*](#)
2. [\*New Directions in the Study of Work and Employment: Revitalizing Industrial Relations As an Academic Enterprise\*](#)
3. [\*"Growth and Variety of University Programs In Labor Studies Shown in a Survey\*](#)
4. [\*Directions in the Study of Work and Employment: Revitalizing Industrial Relations As an Academic Enterprise\*](#)

## GLOBALHRM

### Objectives

1. To know global hr practices, role, planning and legal context.
2. To understand how to handle international human resource assignments.
3. To impart knowledge on the issues relating to cross cultural management.
4. To know the impact of compensation on performance of organization in national and international levels.
5. To know hr intervention in ever changing multinational corporate culture.

### UNIT-I

Introduction- A Global HR Perspective in New Economy-Challenges of Globalization -Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch -- Legal content of Global HRM.

### UNIT-II

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for women - Problems.

### UNIT -III

Cross Culture Management: Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

### UNIT -IV

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

### UNIT-V

Globalization Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- HR interventions in Y2K- New Corporate Culture

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Outcomes

1. ability to understand and implement hr practices in global scenario
2. ability to understand and handle the international human resource assignments
3. Ability to manage cross-cultural issues in global economy.
4. Ability to plan and implement HRD strategies in organization.
5. Ability to create growth oriented organization culture through work life balance culture.

### REFERENCES:

1. Peter Dowling: “International Human Resource Management”, Cengage Learning, 2012
2. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
3. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
4. Tony Edwards :”International Human Resource Management”, Pearson Education, New Delhi, 2012
5. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
6. Charles M Vance: “Managing a Global Work Force”, PHI Learning, New Delhi, 200

### **WEB LINKS:**

1. ["Why We Love to Hate HR ... and What HR Can Do About It". Harvard Business Review](#)
2. [A Systematic Literature Review of Crowdsourcing Research from a Human Resource Management Perspective. 48th Annual Hawaii International Conference on System Sciences](#)
3. [The Talent Masters: Why Smart Leaders Put People Before Numbers](#)
4. <http://www.journals.elsevier.com/human-resource-management-review>

## MANAGEMENT OF CHANGE & DEVELOPMENT

### OBJECTIVES:

1. Understand the major theories and perspectives concerning organization development and change.
2. To develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change.
3. To understand how to develop the organization with a planned implementation of OD strategies.
4. To acquire the knowledge on team work and how to manage cross cultural problems in organization.
5. To develop an awareness of the leadership issues and role of the leader in organizational change.

**UNIT-I Basics of Change Management:** Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

**UNIT-II Mapping change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – diagramming and mapping, influence charts, multiple cause diagrams – a multidisciplinary approach – Systems approach to change: systems autonomy and behavior – the intervention strategy model – cases in intervention – total project management model (TPMM). Learning organization: The relevance of a learning organization – kindling learning processes in organizations- strategies to build a learning organization

### UNIT-III

**Organization Development (OD):** Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions – Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD practitioners.

### UNIT-IV

**Negotiated change:** Change in the labour-management relations in the post- liberalized India – a review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

### UNIT-V

**Team Building:** Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – role of managers as linking pins- team building skills – Perspectives on effectiveness of Team working - Virtual teams: High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant – contemporary issues in managing teams.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Outcomes:

1. Ability to understand how the change is implemented successfully in the organization.
2. Represent the change situations in a diagrammatic and mapping the change to get clarity in implementation
3. Ability to plan the organization development by using definite and suitable OD intervention.
4. Solve the problems of cross cultural management situations in the organization.
5. Successfully resolve the employee problems by using effective negotiated techniques.

### REFERENCES

1. Vijayakumar P., Ravikanth B., Ratna Madhuri, Himalaya Publication, New Delhi.
2. Cummings: "Theory of Organisation Development and Change", Cengage Learning, New Delhi, 2013.
3. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
4. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
5. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
6. Radha R Sharma: Change Management, TMH, New Delhi, 2012
7. R.L. Nandeshwar R L, Balakrishna Jayasimha: "Change and Knowledge Management", Excel Books, New Delhi, 2011.

### WEB LINKS:

1. "ACMP's Certified Change Management Professional programme"
2. "Embrace and Exploit Change as a Program Manager: Guidelines for Success"
3. "Contemporary Challenges to the Philosophy and Practice of Organization Development"
4. <http://www.lewis-tisdall.com/essays/why-is-change-management-necessary-in-contemporary-organisations/>

## TRAINING AND DEVELOPMENT

**Objective:** The course aims at exposing the learner to the Concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences.

**Unit I-Introduction:** Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

**Unit II- Training Needs Assessment (TNA):** Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

**Unit III- Training and Development Methodologies :** Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .

**Unit IV-Designing Training and Development Programs:** Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.

**Unit V-Evaluation of Training and Development:** Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick

**Emerging Trends in Training and Development:** Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### OUTCOMES:

1. Ability to cope up either current or emerging Training Aids.
2. Ability to assess training needs relevant to the job.
3. Ability to design and evaluate dynamic training programmes.

### REFERENCES:

1. Prior, John, *Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. Trlove, Steve, *Handbook of Training and Development*, Blackwell Business.
3. Warren, M.W. *Training for Results*, Massachusetts, Addison-Wesley.
4. Craig, Robert L., *Training and Development Handbook*, McGraw Hill.
5. Garner, James, *Training Interventions in Job Skill Development*, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, *Manpower Training and Development*, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh Deo Kodwani, *Employee Training and Development*, Tata McGrawHill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, *Effective Training: Systems, Strategies, and Practices*, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, *Training for Development*, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, *Making the Training Process Work*, Writers Club Press.
11. Jack J. Phillips, *Hand book of Training Evaluation and Measurement Methods*, Routledge.
12. Dayal, Ishwar, *Management Training in Organisations*, Prentice Hall.

**Note: Latest edition of the readings may be used.**

### WEB LINKS:

1. ["Benefits of Training & Development in an Organization"](#)
2. [Relaxation training may cut hypertension medication among elderly - Thaindian News](#)
3. [Historical Perspectives in Industrial and Organizational Psychology \(Applied Psychology Series\) \(Applied Psychology Series\)](#)
4. [Sales Coaching Program from CA Learning Wins Multiple Industry Awards](#)

# MANAGEMENT OF MULTINATIONAL GROUPS AND TEAMS

## Objectives:

1. To understand the problems in communication in a team performance
2. To know how to enhance team performance with the motivational techniques.
3. To understand the techniques of conflict management.

## Unit-1

**Creating and Maintaining Team Cohesion:** Team Cohesion- Definition- Team Composition. --Internal Environment Factors-Role of Management in Team Cohesion. **Communication:** -Introduction-Miscommunication. -Communication Breakdown- Planning for Communication-Communication Tools-Personality Types.

## Unit-2

**Conflicts.** Definition- Types of Conflicts-. Conflict Resolution in a Team Setting- Symptoms of Team Conflict-Appropriate Solutions to Conflict- Prevention of Negative Conflict- Teams Prevention of Damaging Conflict-Resolving Conflict. **Motivation:** definition -Lack of Motivation in Teams -Motivation and Team Dynamics-Motivating Team Members.

## Unit-3

**Team Inclusion.** . Introduction-Best Members for Team Inclusion- Process-Team Relationships- Managing Inclusion- Lead for Team Inclusion. **Diversity:** definition - Diverse Teams vs Homogenous teams- Team Relationships- Team Structure- Managing Diversity- Stereotyping .

## Unit-4

**Team Personalities** Achieving High Performance Through Diverse Personalities- Different Personalities-Contributor Personalities, Inhibitor Personalities-Personality Profiling Considerations- Deep- and surface-level diversity, **Global Virtual Teams:** Building Virtual Teams –Culture-Trust -Communication Techniques-Virtual Team Meetings.

## Unit-5

**Managing Leadership Transitions-** Introduction- Functional and Psychological Impacts- Transitioning from Team Member to Team Leader –Challenges- Leader Credibility-Establishing Credibility and Avoiding Pitfalls.- basic roles of new team leader. Dictatorship vs. Leadership-Poor Leadership-types-reasons-strategies. **Social Loafing:** Definition -Causes of Social Loafing, Effects of Social Loafing , Variation in Social Loafing , Confronting the Social Loafer, Preventing Social Loafing.

**Outcomes:** Upon completion of this course, student should be able to:

1. Learn techniques and methods of forming teams.
2. Understand various types of group and team compositions utilized in work environments.
3. Learn the roles of team members.
4. Cross reference several resources to determine best working dynamics and environments for successful Teams and groups.

## References

1. Dent, F., Curd, J, Carr, M., and Blass, E. “Managing by Dimensions.” EBF. Autumn, 2004
2. Connolly, Christopher, and John Syer. How Teamwork Works. London: McGraw-Hill Company,1996
3. Henderson, George. Cultural Diversity in the Workplace: Issues and Strategies. Westport, Connecticut: Quorum Books, 1994
4. Goleman, Daniel. Working with Emotional Intelligence, Bantam Books, 1998
5. Scott, Gini Graham. A Survival Guide for Working With Humans: Dealing With Whiners, Back-Stabbers, Know-It-Alls, and Other Difficult People, Amacom Books.
6. Principles of Management,by Mason Carpenter, Talya Bauer, and Berrin Erdogan

## Web links:

1. Managing Virtual Teams (video)<http://link.brightcove.com/services/player/bcpid572031310>
2. Pointers for Managing Virtual Teams <http://www.squarewheels.com/content2/virtual.html>
3. ManagingVirtualTeams(HRMagazine)[http://findarticles.com/p/articles/mi\\_m3495/is\\_6\\_47/ai\\_8746109](http://findarticles.com/p/articles/mi_m3495/is_6_47/ai_8746109)
4. <http://www.microsoft.com/atwork/worktogether/virtual.msp>
5. [https://en.wikibooks.org/.../Managing\\_Groups](https://en.wikibooks.org/.../Managing_Groups) .

# Balanced Scorecard

## Objectives:

1. To know the essence of the economic, organizational and social changes that occur in domestic companies with a shift of emphasis from production to marketing principles of planning and management;
2. Be able to build a model of financial management, based on a system covering all aspects of the activities of a modern company with the release levels and planning horizon (e.g. using KPI);
3. Explore the possibilities of software for creating and using the BSC;

## Unit- 1. Strategic management

The concept of strategic management. Kinds of strategies. Define goals and market positioning. Managerial Accounting. Budgeting. Total Quality Management. Financial and nonfinancial performance measures - the development over times. Alternative models.

## Unit-2. Company and market analysis. BSC components

Analysis of the financial condition of the company. Market research, market counterparties or competitors; the external environment. SWOT-analysis. Determining strategic objectives. Description of business processes. Four components (projections) BSC: finance, customers, business processes, employees, and research.

## Topic 3. Targets and indicators. Financial aims.

Types of fixed targets, and their dependence on the stage of the company, its activity. Financial performance, as the main outcome criteria. Selection and justification of performance in accordance to the objectives. Defining standards for levels of indicators and their frequency count and adjustments.

The relationship of indicators within the components and criteria in the overall system (between the projections). Interaction totals and current rates. Checking the reachability of standards. Adjusting timing advances and standards, taking into account the relationship indicators.

## Unit-4 Customers and business processes

Customer focus as the primary method to achieve results. Selection of the development and support and non-financial indicators is the "customers" in accordance to the objectives. Defining standards for levels of indicators and their frequency count and adjustments. **Business processes:** Business processes - the key actions from the initial to the final stages. The organizational structure of the enterprise. Projection "business unit". Selection and justification of indicators is "business processes" in accordance to the objectives. Defining standards for levels of indicators and their frequency count and adjustments.

## Unit-5 Staff and working conditions

Personnel of the company, its qualitative composition. Motivation and satisfaction of employees. Communication in an organization. Selection and justification of performance component of the "workers and research" in accordance to the objectives. Defining standards for levels of indicators and their frequency count and adjustments. **Motivation and responsibility:** Work with staff to explain the goals and objectives of the BSC. Allocation of responsibility for specific tasks, motivation to achieve goals. Stimulation. Defining successful performance of each employee.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## Outcomes:

1. To examine one of the modern financial management systems from an enterprise, with other systems. This corresponds to the fundamental components of the course, that can be summarized as: the formation of a financial management
2. model based on a system covering all aspects of the company activities and
3. focusing on teaching methodology for planning and training (using special software).

## References

1. Norton D., Kaplan R. The Balanced Scorecard: translating strategy into action.- Harvard Business Press, 1996.
2. Norton D., Kaplan R. The Strategy-Focused Organization. - Harvard Business School Press, 2000.
3. Hubert K. Rampersad Universal System Performance: How to achieve results while maintaining integrity, Wiley Publisher, 2005

## WEBLINKS:

1. ["Balanced Scorecard and Results- Based Management - Convergent Performance Management Systems"](#)
2. ["Bain and Company's Management Tools and Trends Survey 2013"](#)
3. ["3rd Generation Balanced Scorecard: Evolution of an effective strategic control tool"](#)
4. ["Developing a Territory Balanced Scorecard approach to manage projects for local development: Two case studies"](#)



# Competency mapping

## Objectives:

- 1 Make the students understand concept and importance of competency mapping.
- 2 Give insight into the process and models of competency mapping.
- 3 Improving the capabilities of identifying competent human resource in organization.
- 4 Resistance in organization and overcoming resistance strategies.

## Unit-1

**Understanding Competency Mapping :** Introduction---history and origin of competency mapping----Reasons for popularity of competency mapping---- Definitions and components of competency---Skill, knowledge and motive---traits of self-concept

## Unit-2

**Competency Mapping** - procedures and steps: Determining objectives and scope---clarifying implementation goals and standards----create an action plan----define performance effectiveness----tools for data collection---data analysis---validating competency model----mapping future jobs and single incumbent jobs-----using competency profiles In HR decision

## Unit-3

**Competency Categories:** Thresh hold, differentiating, generic vs. key, functional or technical, leadership , managerial

## Unit-4

**Leading and managing competency mapping :** Acceptance of competency mapping----causes for resistance---recommended action to address resistance---- Delphi technic,360 degree feedback, HR generic competency mapping----supervisory generic competency mapping

## Unit-5

**Competency assessment and uses :** Strategies to address the gaps-----competency recruitment and selection-----competency based appraisal-----competency based succession and career planning-----competency based compensation and benefits-----competency based training and development

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## Outcomes:

1. Students will be able to identify gaps in the competencies of self as well as others.
2. Enhancement in skills is critical for succession and career planning of employees will be understood.
3. Identifying the competent people and establishing knowledge sharing with them can improvise the effectiveness of organization can be understood by students.
4. Making of strategies for skill development and feedback process in organization.

## References:

1. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd;
2. Competency Mapping by R K Sahu, Publisher : ExcelASTD Competency Study: Mapping the Future by Paul R. Bernthal, Publisher: ASTD Press (June 6, 2004)
3. Competency Mapping For Superior Results by Mukherjee, Sraban TMGH, 2011 -12 Edition

## WEBLINKS:

1. <http://www.ihrdc.com/CompetencyManagement>
2. "Competency Models - Competency-Based HR and Talent Management - Workitect."
3. [competency modeling meets talent management](#)
4. "Instant Employee Recognition Platform - Braavoo"



INTRODUCTION TO COMPENSATION MANAGEMENT Compensation, theoretical dimension, economic and behavioral; designing the pay model strategic Compensation plan; wage and salary administration at the macro level. UNIT-1. The Pay Model Strategy

- Increase or maintain morale/satisfaction.
- Reward and encourage peak performance.
- Achieve internal and external equity.
- Reduce turnover and encourage company loyalty.

• The strategic compensation objectives, • The strategic policies that form the foundation of the compensation system, • The techniques of compensation. The Pay Model. COMPENSATION OBJECTIVES.

Compensation systems are designed and managed to attain certain objectives in any company. HRM - Compensation Management - Let's start our discussion of Compensation Management with a simple question: What is compensation? In very simple terms, compensation is the results or reward. The objectives of compensation policy are as follows:

- Allure suitable staff.
- Keep qualified personnel.

• Incentives and Performance Based Pay. Incentive compensation is performance-related remuneration paid with a view to encourage employees to work hard and do better. Both individual incentives and group incentives are applicable in most cases. Bonus, gain-sharing, commissions on sales are some examples of incentive compensation.