

**BHARATHIAR UNIVERSITY : COIMBATORE-641 046**  
**M.Phil./Ph.D. – CAREER GUIDANCE**  
**(For the candidates admitted from the academic year 2014-15 onwards)**  
**Paper – III SYLLABUS**

**COURSE III : COMPETENCY MAPPING AND HUMAN RESOURCE PLANNING**

**Unit I: Competency** – Concept, Meaning, Types/Classification and usage of competencies at entry and mid career level.

**Unit II: Process of Competency Mapping** – Identifying competency requirement for various sectors of employment / various jobs IT, ITeS, Insurance, Banking and other Financial Service, Entertainment, Health Service, Private Education and Training, defining competency requirements - skills, tasks, activities and technologies / techniques used for various types of jobs in Service Sector.

**Unit III : Human Resource Management and Career Planning** : Human resource Planning, Man power demand, forecasting Analysis of performance and productivity, recruitment: function, policies and sources, screening of applicants, Testing attitudes, induction and its steps, Training and Development: Need for training, performance appraisal and standards.

**Unit IV : Competency Mapping** – Meaning, purpose and Benefits, Competency mapping at different levels – Corporate companies/institutions, HR interview and Individual level. Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests, etc.

**Unit V – Competency Models** – Steps in Developing a valid competency model – Goleman’s emotional intelligence model – Aspects of emotional intelligence – Self awareness – Social awareness – Self management – Relationship management.

**References:**

1. Lance A.Berger and Dorothy R.Berger, 2004, The Talent Management Handbook, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Margaret Dale and Paul Iles, 2002, Assessing Management Skills – a guide to competencies and evaluation techniques, Jaico Publishing House, Mumbai.
3. Lyle M.Spencer, Signe M. Spencer, 2008, Competence at work models for Superior Performance, Wiley India Pvt. Ltd, New Delhi.
4. Michael Armstrong and Helen Murlis, 2005, Handbook of Reward Management, Crest Publishing House, New Delhi.
5. Radha R.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi.