

approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre.

Practical Component:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on “How to have/ evaluate the performance of the MBA students”
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Presentation by students about the competency directory profiling of various positions.

RECOMMENDED BOOKS:

- The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
- Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
- A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
- Competency mapping, Assessment and Growth – Naik G.P, IHRM, 2010.

REFERENCE BOOKS:

- The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
- Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
- Performance Management – Herman Aguinis, Pearson Education, 2007.
- Performance Management, Rao, Wiley.

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Subject Code	: 16MBA HR406	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To identify strengths and weaknesses as an individual, as a member of a group/organization using personality types.
- To understand the concepts of self awareness, self esteem, NLP and Locus of Control.
- To understand Interpersonal growth and effectiveness.

Course Outcomes:

The Students will be able to:

- Understand the components of personal growth.
- Gain insights in the aspects of interpersonal growth and handling conflicts, managing time, self analysis to name a few.

Unit 1: (12 Hours)

Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanisms; developing a self improvement plan.

Interpersonal Trust: Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self reflection and practicing new behaviors.

Unit 2: (8 Hours)

Understanding Human Personality: Personality – Meaning & Determinants; Personality theories, Carl Jung's theory of personality Types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B Personalities; Emotional intelligence – Meaning, Dimensions, and Emotionally intelligent Organizations.

Unit 3: (8 Hours)

Attitudes, beliefs, Values and their impact on behavior; Personal change- meaning, nature and requisites. Locus of control. **Habit Formation** - Habits of personal effectiveness. Seven habits of highly effective people.

Unit 4: (8 Hours)

Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming (NLP).

Unit 5: (6 Hours)

Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, Time management and honoring the commitments

Unit 6: (14 Hours)

Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; strokes and stamps

Experiential learning methodologies: T-group sensitivity training, encounter groups and appreciative enquiry.

Practical Components:

- Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.
- Students have to undergo psychometric test like MBTI, FIRO-B, Big Five etc , conduct SWOT analysis and prepare a personal growth plan based on the results

- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a neuro linguistic programming workshop for the participation of all HR students.

RECOMMENDED BOOKS:

- Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.
- Human Relations in organizations - Robert N. Lussier, 6/e, Mc-Graw Hill Education.
- Development of Management Skills - Whetten& Cameron, 7/e, PHI.
- Competency Mapping Assessment and Growth - Naik G.P, IHRM, 2010.

REFERENCE BOOKS:

- Understanding OB - Udai Pareek, Oxford University Press.
- Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
- Seven habits of highly effective people - Stephen R Covey, Pocket Books.
- Training in interpersonal Skills- Stephen Robbins, Pearson Education.