

**Management Development Programme**  
on  
**" Competency Based People Management:  
From Concepts to Practice"**

**August 28 -30, 2019**



**Program Director: Dr. Irfan A. Rizvi**



**International Management Institute  
New Delhi**

## **INTRODUCTION**

Business and management situations involve winning over competition, creating the most progressive organizations in the world today are moving away from fuzzy to more concrete management process and, from intuitive to evidence/analytics-based decision making. In the same context, the art and the science of people management process has also been changing. Today, managers across functional areas are using 'competency-based people management system' that is more objective, measurable and thus more conducive to interventions and improvement.

The advantages of a competency-based people management system bring is tremendous as it is able to establish a direct link between individual, team and organizational performance. Competency frameworks provide most objective, tangible, fair and measurable system for the HRM function in the organization with its positive impact across board.

Unfortunately, in spite of proven superiority and simplicity of Competency Based People Management System (CBPMS) over the conventional methods, fairly large number of organizations find it difficult to effectively implement it. The reasons for this could be many, but one of the most prevalent factors that prevent effective implementation of CBPMS is 'lack of understanding, appreciation and use of competency frameworks by the managerial cadre of the organization.'

The proposed program is meant to remove this particular and few other bottlenecks in effective understanding and implementation of CBHS in across functional areas of the organization.

## **OBJECTIVES**

- To help participants understand the concept of competency and competency frameworks;
- To help participant understand and appreciate the Competency Based People Management System (CBPMS);
- To introduce participants to the process of using competencies in day-to-day dealing with people, from selection interviews, role allocation, performance management to talent development & compensation;
- To introduce participants to concept and the conduct of Assessment & Development Centre (AC/DC) and enable them to identify and use various tools/instruments of assessments;
- To make them appreciate and acquire requisite attitudes and skills of an effective assessor;
- To equip them program participants with necessary confidence of and competence to make the best use of the individuals in their team, and their team as a whole in performing to their optimum.

## **TAKEAWAYS**

It is visualized that at the end of the program the participants will be able to:

- Understand the concept of competencies and CBHS and its advantage over the conventional methods of HRM;
- Understand the process of competency mapping for various managerial roles on the organization;
- Understand the process and steps involved in the conduct of AC & DC;

- Develop familiarity with and gain some confidence to design and conduct AC/DC for recruitment and performance assessment process;
- Acquire attitudes and skills to carry out assessment of functional/technical and behavioral/managerial competencies.

## **CONTENTS**

- Program overview, expectation mapping & ice-breaking;
- Introduction to the concept of Competency Based People Management System (CBPMS) its advantages over conventional system;
- Explanation of competency frameworks and its components: competency clusters, types & levels of competencies, behavioral indicators;
- Using competency in managing team members & team: selection, performance appraisal & management, and people development etc.;
- Familiarity with Assessment Centre (AC) & Development Centre (DC);
- Attributes & actions of a competency assessor;
- Tools & instruments used during the conduct of AC/DC: Psychometric tests, role plays, GDs, in-basket exercises, business-games, and BEI.

## **METHODOLOGY**

Program will be conducted using a mix of learning methodologies including presentations, discussions, simulations, exercises, role plays.

## **WHO MAY ATTEND**

The program, Competency Based People Management: from concept to practice' is meant for all middle to senior team leaders & executives across functional areas. Even the HR professionals at all levels may find the program very useful to them in meeting professional expectations of them.

## **FACULTY AND RESOURCE PERSONS**

IMI faculty members and eminent resource persons will share expertise and experience in various sessions.

## **PROGRAM DIRECTOR**

**Dr. Irfan A. Rizvi** is a Professor of leadership & Change Management at IMI, New Delhi since June 2011. In his 25+ years of professional career he has taught, trained, researched, consulted and led various academic and business organizations at private, public, non-governmental, and multinational corporations in India and abroad. Some of the organizations he has been associated are HCL Ltd (Reprographic Division), Faculty of Management Studies (University of Delhi), IILM Graduate School of Management, and NIS Sparta (a Reliance Anil Ambani Group Company). Dr. Rizvi is a visiting Professor of Organizational Behavior to the MBA programs at the National Graduate School of Management (NGSM), Australian National University (ANU), Canberra (Australia); Shanghai University, (China); and International School of Management, Dakar, Senegal (West Africa); and other Universities. As a practice oriented researcher, Dr. Rizvi has conducted and published research articles in many peer reviewed international journals of repute. In addition, he has supervised many PhD theses at various Universities in India. As a Leadership & Change Management specialist, he has conducted various research and consulting projects sponsored by

AusAID-Australia, DFID-UK, SDC-Switzerland, World Health Organization (WHO), and World Bank. Dr. Rizvi has conducted several training workshops for senior executives of a wide variety of Government Departments (for IAS, IPS and Judicial officers), Public Sector Undertakings, and many Fortune 500 business Corporations on various issues related with people competency development, organization development, leadership & team, and change management.

With several years spent in leading teams and organizations, Dr. Rizvi has accrued critical experience in negotiating effectively utilizing with individuals and organizations. He extensively utilizes his training in psychology as well as management while conducting training workshops to help participants acquire requisite confidence and skills to deal with issues under discussion. Therefore, this training program on negotiation focusses on analyzing the psychology of players as well as the deal. Known for his highly energetic, participative, flexible, down to earth and inspirational approach towards training, he encourages participants to 'think tangentially' and expand their own horizons.

Dr. Rizvi defines his mission in life is to 'facilitate the growth & development of individual & organizations so as to enable them reach their highest potential.'

**Prof. Mamta Mohapatra** is Doctorate, Masters in Personnel Management & Industrial Relations, Law Degree from Utkal University and FDP from IIM, Ahmedabad, Dr. Mohapatra has over twenty years of experience in teaching, research and training activities in the areas of Human Resource Management, Industrial Relations and Organization Behavior. Currently, she is Professor in the OBHR area and Dean Executive Education & International Relations at International Management Institute, New Delhi.

Her prior assignments include Manager in Gregg's of Enfield, London, and Fellow, Institute for Integrated Learning in Management, New Delhi. She has been involved in training and consultancy activities with a number of public as well as private sector organizations including Bharti Telecom Ltd., Cyber Media India Ltd., Triune Projects Ltd., NTPC, Numaligarh Refinery, Pepsi Foods Ltd., DVVNL, Everest Industries Ltd., Delhi International Airport Pvt. Ltd., MMTC, NSPCL, EIL Tata Power, NHPC, Tata Communications, Vodafone, Dena Bank, Indian Overseas Bank, IFFCO, Allahabad Bank, Neyveli Lignite, Canara Bank, REC, IOCL, ONGC, IndusInd Bank amongst others.

She is a certified HR Competency Assessor. She has acquired expertise and training skills from Harvard Business School on Participant Centered Learning with special focus on teaching through case method. She has to her credit a number of published research articles in reputed journals and four books in the area of Performance Management, Leadership, Capability Building and General Management. She has presented papers and chaired sessions in national and international conferences and is reviewer of papers for national and international journals. She is Associate Editor of the International Journal- Global Business Review. In recognition of her contribution to the field she has received the Lokmat National Education Leadership Award as 'Best Professor in Human Resources' in Feb 2014, Bharat Vikash Award in 2016 and Best HR Faculty Award by NIPM in April 2018.

Her professional interests include Applied and Action Research in, Cross-cultural Management, Talent Management, Strategic Human Resource Management, Diversity Management, Organization Restructuring and Management of Change.

**Prof. Mrinmoy Majumdar** is faculty member of HRM & IR at International Management Institute New Delhi, prior to that he was a faculty member at Goa Institute of Management. His primary research and teaching interests lie in critical explorations in the fields of HR and Strategy and Employee Collectives. During his

doctoral studies at MICA he was an international visiting student at Faculty of Social Sciences, Universidad de Chile. He began his academic career as a teaching associate at IIM Ahmedabad.

## **ADMINISTRATIVE DETAILS**

### **Dates:**

**August 28 - 30, 2019**

### **Venue:**

International Management Institute  
B-10, Qutub Institutional Area  
New Delhi 110016

## **FEE**

**Non-residential:** Rs. 25,000/- per participant (plus @18% GST) covering professional fee, program kit and tea/lunch.

**Residential:** Rs. 35,000/- per participant (plus @ 18% GST) covering professional fee, program kit and boarding and lodging (air-conditioned single room) at IMI Campus, New Delhi from noon of **August 27, 2019 till noon of August 31, 2019.**

## **Group Discounts**

- 10% discount on fee amount is available in case an organization nominates 2 or more participants to the program.
- 20% discount on fee amount is available in case an organization nominates 4 or more participants to the program.

Fee is payable in advance by way of local cheque/DD in favor of "**International Management Institute**" payable at New Delhi or through direct electronic fund transfer to IMI Bank Account, as per following details:

Allahabad Bank Account Number: 50123177738  
MICR Code: 110010007, IFSC Code: ALLA0211083  
Pan No. AAAT10972K; GST No. 07AAATI0972K1ZJ

Please mention the program name while making payment through electronic fund transfer.

## **REGISTRATION**

The registration form duly filled in along with the program fee should reach us at least 7 days before the commencement date of the program. **In case of subsequent withdrawal or cancellation of registration no refund of fee will be allowed.** However, substitute(s) may be permitted with prior intimation.

## **CERTIFICATE OF PARTICIPATION**

A certificate of successful participation by International Management Institute (IMI) will be issued to each delegate at the culmination of the program.

## **ABOUT IMI**

International Management Institute (IMI) is India's first corporate sponsored Business School founded in 1981 with the original campus in New Delhi. The corporate sponsors included RPG Enterprises (lead sponsor), ITC, Nestle, Tata Chemicals, British Oxygen, SAIL, and Williamson Magor. It was set up in collaboration with the then IMI Geneva, now IMD Lausanne. Subsequently two other campuses were set up in Kolkata (2010) and Bhubaneswar (2011). In the last several years, IMI New Delhi has been consistently ranked in the top 10-15 Business Schools in the country and among the top 5 private Business Schools. It is accredited by the UK based Association of MBAs (AMBA), one of the top three international accreditation bodies for Business Schools globally.

IMI New Delhi has global linkages with leading schools in Europe, North America, and Asia. The Institute currently offers the PGDM, PGDM-HRM, PGDM-Banking & Financial Services, Executive PGDM and FPM (doctoral program). In addition, it has built a vibrant Executive Education vertical offering training to management professionals from the corporate world. The Institute has been empaneled by the Government of India to train participants from developing countries under the International Technical & Economic Corporation (ITEC) program of the Ministry of External Affairs.

IMI New Delhi puts a strong focus on high quality research by its faculty leading to publications in international peer reviewed academic journals. Its faculty have PhDs from top international and national universities/institutes, with many of them also having significant corporate experience.

***For registration/any other information, please contact:***

**Dr. Ekta Saxena**

General Manager (MDP & Online Education)

**Mobile:** 9911941090

**International Management Institute**

**Address:** B-10, Qutab Institutional Area, Tara Crescent  
New Delhi 110016

**Phone:** (011) 4719 4172 (Direct)

**Fax:** (011) 46012729

**E-mail:** [ekta.saxena@imi.edu](mailto:ekta.saxena@imi.edu), [mdp@imi.edu](mailto:mdp@imi.edu)

**Website:** [www.imi.edu](http://www.imi.edu)