Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS)
Academic Year (2019-2020)

Programme: MMS   Semester: III   Period: July'19 – Nov'19
Course Code : MMS-3-CO-03
Name of the subject: Competency Based HRM and Performance Management
Maximum marks: 100 (60+40)   No. of Sessions: 13 (3 hrs each)

Name of the Faculty: PRAVIN NARANG
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Program Outcomes (PO)	**Course Outcomes (CO)**
1. Competence to handle HR function 2. Understanding of all aspects of HR 3. Knowledge of strategic role of HR	1. Design Job descriptions, responsibilities for various functions 2. Apply techniques to build competency models 3. Design performance management models

Reference Books:

1. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page
2. Bagchi, S. N., Performance management, Cengage Learning
3. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education

A. **Plan:**

Session No.	Pl. Date	Topic	Ref. Study Material	Course Outcomes
1		Understanding of competence. Understanding of how competence management relates to organisational profitability and organisational success.	Bagchi, S. N., Performance management	Students should have understanding of competence management and performance management
2		Linking of job roles with competence	Armstrong, M. & Baron, A., Performance Management and development	Have a thorough understanding of how job roles get structured based on desired competencies
3		Linking of Job Descriptions with Competence.	Armstrong, M. & Baron, A., Performance Management and	How do "DESIRED COMPETENCIES" get linked to "JOB ROLES"

			development ,	
4		Internal Test. Based on laid down competencies, preparation of sample Job Descriptions.	Bhattacharyya, D.K., Performance management systems and strategies	Preparation of Job Descriptions based on Desired competencies
5		Appraisal process in organisations. Need for appraisal.	Bhattacharyya, D.K., Performance management systems and strategies	Understandmng of Appraisal process in organisations
6		Annual Appraisal, Design of Appraisal Form	Bhattacharyya, D.K., Performance management systems and strategies	Students should be able to design appraisal forms
7		Internal Test		Internal Test
8		Six monthly and Quarterely Appraisals. Performance Management	WINNING by JACK WELSH	Students should be able to appreciate the ideal frequency of appreaisals. Students should also have the ability to deal with various levels of performance – High performance, average performance and low performance
9		Project-Based Appraisals (in IT companies)	Bhattacharyya, D.K., Performance management systems and strategies	Students should have the ability to deal with appraisals in the IT sector
10		Role Plays used in Appraisals	WINNING by JACK WELSH	To impart students with the ability to conduct appraisal meetings
11		Internal Test		Internal Test
12		Balance Score card method of Appraisal	BALANCE SCORE CARD by KAPLAN AND NORTON	Students must gain an understanding of Balance Score card

13		Continuation of Balance Score Card Method. Role Plays used in Competency Management	BALANCE SCORE CARD by KAPLAN AND NORTON	Thorough understanding of Balance Score card

B. **Practical Approach: Other activities**

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Case study (current affairs)			
2	Academic Projects			
3	Group Discussion	DIFFERENTIATION OF EMPLOYEES	UNDERSTANDING PERFORMANCE MANAGEMENT	WINNING by JACK WELSH
4	Role Play	ON APPRAISAL SYSTEMS. ON PERFORMANCE MANAGEMENT		
5	Industry Visit			
6	Business Quiz / Business News sharing			
7	Videos / Simulation			

8	Use of Software and Labs			
9	Any other activity			

X. **Innovative pedagogy adopted:**

Prepared by: **Reviewed by:**   **Approved by:**
Faculty   **Specialisation**   **ADC**

Date: **Date:**   **Date:**

A. **Execution:**

Session No.	Actual Date	Topic Covered	Attendance %	Evaluation Method	Case Study Ref.	Quiz Ref.	CR Sign

B. Evaluation:

Component	Details	Marks
Presentations & Viva	Mandatory	5+5
Class Test (3 for MMS)	Mandatory (MCQ, Descriptive,. Etc)	20
Assignments / Others	Mandatory	5
Participation/Attendance	Mandatory	5
Final Exam	Mandatory	60

C. Student Performance Analysis:

Avg. Attendance	Avg. Internal Marks	% Failed in Internals	Avg. Final Marks	% Failed in Final	No. of best students > 80%	No. of students needs improvement

D. Attainment:

	CO1	CO2	CO3		
PO1					
PO2					
PO3					

Comments / Suggestions / Recommendations:

Suggestions (if any) to students on subject related Certificate/Diploma or Add-on program: -

Signature of Faculty   **Signature of the Co-ordinator / ADC**