



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2018-2019)**

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Programme Name: MMS

Semester: III

Name of the subject: Competency based HRM and Performance Management

Maximum marks: 100

No. of Sessions: 12

Name of the Faculty: Suresh Patil

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Weblink:

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**Learning Objectives:**

- 1 To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
  - 2 To understand the concept of competency and competency based HR practices.
  - 3 To understand the various approaches towards building a competency model
  - 4 To understand how to integrate the applications of competency model with other HRM functions.
  - 5 To impart the understanding about the Performance Management system and strategies adopted by the Organizations
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**Reference Books:**

1. Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; Latest Edition
2. Ganesh Shermon: 'Competency based HRM'; Tata McGraw Hill; Latest Edition.
3. Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition.
4. Spencer & Spencer : Competency at Work



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**Plan:**

<b>Session No</b>	<b>Topics to be covered</b>	<b>Books referred/ Recommended/ References-Print/Articles/ News/Research papers/ Online database/ Software /Simulations used</b>	<b>Learning outcomes</b>	<b>Evaluation of Students understanding by MCQs, Quiz, Short Test</b>
1	<p><b>Concept and definition of Role and competency.</b>            History of competency, Types of competencies – generic/specific.            Competency description, Competency levels, Designing competency dictionary, Why to promote a competency culture, Context and Relevance of competencies in modern organizations Evolution of Competency based HRM, Competency Selection; Competency based Training &amp; Development. Competency Based Performance Management; Competency Based Career &amp; Succession Planning, linking HR processes to organizational strategy, competency framework – development of personal competency framework, Developing Competency Models ,Issues relating to</p>	<p>Ganesh Shermon : Competency based HRM             Supplementary articles, Presentation slides , Case Studies</p>	<p>Basic Understanding concept of Competency and its relevance to modern day Organizations.</p>	<p>Periodical Test and MCQs</p>



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	Competency models.			
2	<b>Methods of Data Collection for Mapping:-</b> . Observation b. Repertory Grid c. Critical Incidence Technique d. Expert Panels e. Surveys , Job Task Analysis h. Behavioral Event Interview, i. use of technology. Developing Competency Models from Raw Data: a. Data Recording b. Analyzing The Data c. Content Analysis of Verbal Expression d. Validating the Competency Models	Ganesh Shermon : Competency based HRM  Supplementary articles, Presentation slides , Case Studies and Presentations by Students	Gaining knowl- edge about the various meth- ods of data collection in map- ping process and knowledge of validating the Competency model.	Periodical Test and MCQs
3	<b>Competency Mapping and Assessment</b> – Meaning, purpose and Benefits, Steps in Competency Mapping –, Measuring and mapping competencies a. BEI b. Assessment centre c. Conducting and operating assessment centre d. Role of assessors in an assessment centre e. Designing tools in an assessment centre f. Integration of data , Report Writing and g. Feedback mechanism . Approaches to Mapping	Ganesh Shermon : Competency based HRM  Supplementary articles, Presentation slides , Case Studies and Presentations by Students	Knowledge about running the assessment centre and Report writing and learning about how to give feedback.	Periodical Test and MCQs
4	<b>Conceptual Framework of Performance Management</b> Performance Management process; Objectives of Performance Management system; Historical development in India; Performance management and Performance appraisal; Linkage of Performance Management system with other HR	Ganesh Shermon : Competency based HRM  Supplementary articles, Presentation slides , Case Studies Live Examples and	Learning about the conceptual frame work of Performance Man- agement System and its linkage with HR practices	Periodical Test and MCQs



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	practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation.	Presentations by Students		
5	<p>Implementation and Issues in Performance Management:</p> <p>a. Defining Performance</p> <p>b. Determinants of Performance</p> <p>c. Performance Dimensions</p> <p>d. Approaches to Measuring Performance</p> <p>e. Diagnosing The Causes of Poor Performance</p> <p>f. Differentiating Task from Contextual Performance</p> <p>g. Choosing a Performance Measurement Approach.</p> <p>h. Measuring Results and Behaviors</p> <p>i. Gathering Performance Information</p> <p>j. Implementing Performance Management System</p>	<p>Ganesh Shermon : Competency based HRM</p> <p>Supplementary articles, Presentation slides , Case Studies Live Examples, Practical Examples, Assignments and Presentations by Students</p>	<p>Learning about the Implementation of Performance Management System, issues and challenges</p>	<p>Periodical Test, Assignments and MCQs</p>
6	<p>Performance Management and Employee Development:</p> <p>a. Personal Development Plans</p> <p>b. 360 Degree Feed Back as a Developmental Tool</p> <p>c. Performance Management and Reward System</p> <p>d. Performance Linked Remuneration</p>	<p>Ganesh Shermon : Competency based HRM</p> <p>Supplementary articles, Presentation slides , Case Studies Live Examples,</p>	<p>Studying performance management as a tool for employee development</p>	<p>Case Studies Discussions, Periodical Test, Assignments and MCQs</p>



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	System e. Performance Linked Career Planning and Promotion Policy	Practical Examples, Assignments and Presentations by Students		
7	Conducting Staff Appraisals a. Introduction & Need b. Skills Required c. The Role of The Appraiser d. Job Description and Job Specification e. Appraisal Methods f. Raters Errors g. Data Collection h. Conducting an Appraisal Interview i. Follow Up and Validation	Ganesh Shermon : Competency based HRM  Supplementary articles, Presentation slides , Case Studies Live Examples, Practical Examples, Assignments and Presentations by Students	Understanding the process of conducting staff appraisal	Case Studies Discussions, Periodical  Test, Assignments and  MCQs
8	Performance Consulting: a. Concept b. The Need for Performance Consulting c. Role of The Performance Consulting d. Designing and Using Performance Relationship Maps e. Contracting for Performance Consulting Services f. Organizing Performance Improvement Department	Ganesh Shermon : Competency based HRM  Supplementary articles, Presentation slides , Case Studies Live Examples, Practical Examples, Assignments and Presentations by Students	Understanding performance consulting	Case Studies Discussions, Periodical  Test, Assignments and  MCQs
9	Reward for Performance: a. Reward System, Components of Reward System, b. Objective of Reward System, Linkage of performance management to reward and compensation System	Ganesh Shermon : Competency based HRM  Supplementary articles, Presentation	Study of rewards for performance	Case Studies Discussions, Periodical  Test, Assignments and  MCQs



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	Performance Management Pitfalls and Remedies, c. Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	slides , Case Studies Live Examples, Practical Examples, Assignments and Presentations by Students		
10	Ethics in Performance Management: a. Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, b. Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	Ganesh Shermon : Competency based HRM  Supplementary articles, Presentation slides , Case Studies Live Examples, Practical Examples, Assignments and Presentations by Students	Overview of ethical practices in performance management	Case Studies Discussions, Periodical Test, Assignments and MCQs
11	Case Study and Presentations			
12				
13				

**2. Practical Approach : Other activities (Atleast 4 distinct activities)**

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
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1	Role Play	Conducting Appraisal of Subordinates – Competency based PMS	Help students to understand concept of Competency and its relevance in HRM	
2	Industry Visit			
3	Academic Projects			
4	Book Review			
5	Group Discussion	Competency based JD, R&S, L&D and PMS	Help students to understand concept of Competency and its relevance in HRM	
6	Business Quiz / Business News sharing			
7	Videos / Simulation	Videos: Good and bad examples of conducting appraisals	Clarity on PMS and effective way of handling appraisals	
8	Use of Softwares and Labs			
9	Any other activity / Case Studies	Professional Degree, Personal Effectiveness, People Culture at Jet Airways,	Help students to understand concept of Competency and its relevance in HRM	



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**Evaluation:**

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Class Test	Two Internal Tests	20
Presentation	Presentations by students on the topic shared	05
Case Study	Case study presentation	05
Participation	Punctuality and active participation	05
Others / Attendance	Regular presence in the lectures	05

**Signature of Faculty**

**Signature of the Co-ordinator**