

Course Title: Performance Management

Course Code	: 17BA3T6HA	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	Contact Periods	: 3
Year/Semester	: II year/I semester	Tutorial Periods	: 2

Course Objectives

The aim of the course is:

1. To equip students with a clear model to plan, monitor, analyze, and maintain a satisfying process of performance improvement for the employees in their organisation.
2. To provide knowledge of the performance measurement tools and techniques that may be used by organizations to link strategy with operations.
3. To help in developing frameworks and models for integrating these Performance management systems across business functions and initiatives.

Course Outcomes

Upon completion of this course, students will be able to:

1. List information about the latest thinking and development in the practice of performance management.
2. Compare accountability and performance measures with strategic objectives.
3. Systematically analyze financial and non-financial performance measures and reward systems to evaluate operational performance and monitor strategic progress.
4. Support and develop high performance teams resulting in enhances performance by implementing performance management techniques.
5. Make use of the opportunity for hands-on experience in performing structured analysis of the impact of products and customers on firms' operations and cost-structure.

Unit 1- Introduction: Definition – concerns – scope - Historical developments in performance management - Over view of performance management - Process for managing performance - Importance – Linkage of PM to other HR processes - Performance Audit.

Unit 2- Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning - Barriers to performance planning - Competency Mapping-steps-Methods.

Unit 3- Management System: objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges- Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising- Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

Unit 4- Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills.

Unit 5- Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership.

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Reference Books

1. Prem Chadha: “Performance Management”, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
4. David Wade and Ronad Recardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2009
6. A.M. Sarma “Performance Management Systems” Himalaya Publishing House, New Delhi, 2010.