



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

| | | | | | |
|-------------------|--------------------------------------------------|------------------|----------------|-------------------|----------------|
| Course Title | PERFORMANCE MANAGEMENT | | | | |
| Course Code | CMBB63 | | | | |
| Programme | MBA | | | | |
| Semester | IV | | | | |
| Course Type | Professional Elective-VIII | | | | |
| Regulation | IARE-R18 | | | | |
| Course Structure | Theory | | | Practical | |
| | Lectures | Tutorials | Credits | Laboratory | Credits |
| | 4 | - | 4 | - | - |
| Chief Coordinator | Ms. K L Revathi, Assistant Professor, MBA | | | | |
| Course Faculty | Ms. K L Revathi, Assistant Professor, MBA | | | | |

I. COURSE OVERVIEW:

The course focuses on the objectives, importance of performance management concepts, objectives appraisal, method analyzing, evaluating appraisal system, performance process like management, appraisal, performance, job analysis and final output of employee performance enable students to understand earning position and performance position of business concern. Performance statements are very useful to the business concerns to interpret and analyze the organization growth of different companies. This course includes appreciate and use appraisal statements as means of business communication. This course uses the analytical techniques and arriving at conclusions from performance information for the purpose of decision making.

II. COURSE PRE-REQUISITES:

| Level | Course Code | Semester | Prerequisites | Credits |
|-------|-------------|----------|---------------------------|---------|
| PG | CMBB15 | II | Human Resource Management | 3 |

III. MARKSDISTRIBUTION:

| Subject | SEE Examination | CIA Examination | Total Marks |
|------------------------|-----------------|-----------------|-------------|
| Performance management | 70 Marks | 30 Marks | 100 |

IV. DELIVERY/INSTRUCTIONAL METHODOLOGIES:

| | | | | | | | |
|---|------------------------|---|----------|---|--------------|---|--------|
| √ | Chalk & talk | √ | Quiz | √ | Assignments | X | Moocs |
| √ | Lcd/ppt | √ | Seminars | X | Mini project | X | Videos |
| X | Open ended experiments | | | | | | |

V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

Semester End Examination (SEE): The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

The emphasis on the questions is broadly based on the following criteria:

| | |
|------|----------------------------------------------------------------------------------------------|
| 50 % | To test the objectiveness of the concept. |
| 50 % | To test the analytical skill of the concept OR to test the application skill of the concept. |

Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

| Component | Theory | | Total Marks |
|-----------|----------|------------|-------------|
| | CIE Exam | Quiz / AAT | |
| CIA Marks | 25 | 05 | 30 |

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

Alternative Assessment Tool (AAT):

Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. HOW PROGRAM OUTCOMES ARE ASSESSED (POs):

| Program Outcomes(POs) | | Level | Proficiency assessed by |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------|
| PO1 | Managerial skills: Apply knowledge of management theories and practices to solve business problems. | 3 | Assignments |
| PO2 | Decision making skills: An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution. | 2 | Assignments |
| PO4 | Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business. | 3 | Seminars |

| | | | |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------|
| PO5 | Leadership skills: Ability to lead themselves and others in the Achievement of organizational goals, contributing effectively to a team environment. | 3 | Seminars |
| PO7 | Strategic skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment. | 3 | Assignments |
| PO8 | Technology skills: Inculcate and develop technical skills to face the competitive world successfully. | 2 | Seminars |

3 = High; 2 = Medium; 1 = Low

VII. COURSE OBJECTIVES :

| | |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| The course should enable the students to: | |
| I. | Develop the employees in identifying the knowledge and skills required for performing the job efficiently. |
| II. | Understand the boosting the performance of the employees by the way of encouraging employee empowerment, motivation and effective reward mechanism. |
| III. | Identify the barriers of effective performance through constant monitoring, coaching and development interventions |
| IV. | Create a platform for several administrative decisions, strategic planning, succession planning, promotions and performance based payment. |

VIII. COURSE OUTCOMES (COs):

| Course Code | CO's | At the end of the course, the student will have the ability to: | PO's Mapped | Strength of Mapping |
|-------------|-------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------|
| CMBB63.01 | CO 1 | Understand the concept of performance management and reward systems in context. | PO1,PO4 | 3 |
| CMBB63.02 | CO 2 | Illustrate the performance management process and performance management Strategic planning. | PO1,PO 2 | 3 |
| CMBB63.03 | CO 3 | Examine the concept of choosing a measurement approach, measuring results and behaviors. | PO4,PO 7 | 3 |
| CMBB63.04 | CO 4 | Demonstrate gathering performance information and implementing performance Management system. | PO1, PO5,PO7 | 3 |
| CMBB63.05 | CO 5 | Analyze the appraisal procedure in different types of organizations and also know the recent trends in an organization. | PO1,PO4 | 3 |
| CMBB63.06 | CO 6 | State the concepts of performance management and employee development. | PO1 | 3 |
| CMBB63.07 | CO 7 | Examine the performance management skills and the case on implementation of 360 degree feedback system. | PO4,PO 5 PO8 | 3 |
| CMBB63.08 | CO 8 | Discuss reward systems, legal issues and managing team performance. | PO1, PO2,PO4, PO7 | 3 |
| CMBB63.09 | CO 9 | Elucidate relevant performance related concepts like benchmarking, six sigma and competency mapping. | PO2,PO4, PO8 | 3 |
| CMBB63.10 | CO 10 | Express the relevant performance related concepts like balance scorecard, Coaching, mentoring Pygmalion effect and job analysis. | PO1,PO2, PO4,PO5, PO8 | 3 |

3 = High; 2 = Medium; 1 = Low

IX. MAPPING COURSE OBJECTIVES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

| CO's | Program Outcomes(POs) | | | | | | | |
|-------|-----------------------|-----|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| CO 1 | 3 | | | 3 | | | | |
| CO 2 | 3 | 2 | | | | | | |
| CO 3 | | | | 3 | | | 3 | |
| CO 4 | 3 | | | | 3 | | 3 | |
| CO 5 | 3 | | | 3 | | | | |
| CO 6 | 3 | | | | | | | |
| CO 7 | | | | 3 | 3 | | | 2 |
| CO 8 | 3 | 2 | | 3 | | | 3 | |
| CO 9 | | 2 | | 3 | | | | 2 |
| CO 10 | 3 | 2 | | 3 | 3 | | | 2 |

X. ASSESSMENT METHODOLOGIES-DIRECT

| | | | | | | | |
|----------------------|----------------------------|--------------|---------------------------|--------------|-----------------|---------------|-----|
| CIE Exams | PO1,PO2, PO4,PO5, PO7,PO8, | SEE Exams | PO1,PO2,PO4, PO5,PO7,PO8, | Assignments | PO4,PO5 PO7,PO8 | Seminars | PO7 |
| Laboratory practices | - | Student viva | - | Mini Project | - | Certification | - |
| Term paper | - | | | | | | |

XI. ASSESSMENT METHODOLOGIES –INDIRECT

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|---|---------------------------------------------------|---|------------------------------------|
| ✓ | Assessment of course outcomes (by feedback, once) | ✓ | Student feedback on faculty(Twice) |
| ✗ | Assessment of Mini Projects by Experts | | |

XII. SYLLABUS:

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------|
| UNIT-I | PERFORMANCE MANAGEMENT AND REWARD SYSTEM | Classes: 09 |
| Performance management and reward systems in context, performance management process, performance management strategic planning. | | |
| UNIT-II | PERFORMANCE MEASUREMENT | Classes: 08 |
| Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system. | | |
| UNIT-III | PERFORMANCE MANAGEMENT SKILLS | Classes: 10 |
| Performance management and employee development. Performance management skills. Case on Implementation of 360 degree feedback system. | | |
| UNIT-IV | REWARD SYSTEMS | Classes: 10 |
| Reward systems and legal issues, managing team performance. | | |
| UNIT-V | PERFORMANCE RELETED CONCEPTS | Classes: 08 |
| Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance Scorecard, coaching and mentoring Pygmalion effect, job analysis. | | |

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| Text Books |
| <ol style="list-style-type: none"> 1. Herman Aguinis, “Performance Management”, Pearson Education, 1st Edition, 2012. 2. Robert D Austin; Tom DeMarco; Timothy Lister, “Measuring & Managing Performance in Organizations” Dorset House Publishing, cop. 2nd Edition, 1996. 3. Herman Aguinis, “Performance Management”, TMH, 3rd Edition, 2016. 4. Dr. Daniels, “Performance Management”, Dorset House Publishing, 5th Edition, 1982. |
| Reference Books |
| <ol style="list-style-type: none"> 1. LanceA, Berger Dorothy and R.Berger, “The Talent Management Hand Book”, TMH, 2nd Edition, 2015. 2. BD Singh, “Performance Management System- a Holistic Approach”, Excel Books, 3rd Edition, 2010. 3. Prem Chadha, “Performance management”, Macmillan, 4th Edition, 2012. 4. Srinivas K Kandula, “Performance Management”, PHI, 2nd Edition, 2010. |
| Web References: |
| <ol style="list-style-type: none"> 1. http://usfweb2.usf.edu/humanresources/talentmanagement/pdfs/overviewperformancemanagement.pdf. 2. https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course Taster.pdf |
| E-Text Books: |
| <ol style="list-style-type: none"> 1. http://www.free-management-ebooks.com/dldebk/dlap-perfman.htm 2. http://upstarthr.com/employee-performance-management-free-ebook |

XIII. COURSE PLAN:

The course plan is meant as a guideline. There may probably be changes.

| Lecture No. | Topics to be covered | Course Outcomes (COs) | Reference |
|-------------|-----------------------------------------------------------------------------------------------|-----------------------|---------------------------------------|
| 1-3 | Trends in appraisal Career opportunities in appraisal, important concepts and meanings, | CO 1 | T-1 p.g. 1-5, R-2 p.g 2-10 |
| 4-5 | Importance of performance, process and also its objectives | CO 2 | T-2 p.g. 6-18, R-2 p.g. 25-26 |
| 6-7 | Integrating organizational Development, strategy and performance. | CO 3 | T-1 p.g.19 - 23, R-2 p.g. 27-32 |
| 8-9 | Difference between training and development, Understand motivation and performance, Aligning. | CO 3 | T-1 p.g. 19-25, R-2 p.g. 33-35 |
| 10-11 | performance systems and its process, Design with learning process | CO 3 | T-2 p.g. 98-104, R-2 p.g. 48-58 |
| 12-13 | Effective reward system strategies and basic phases in performance strategy | CO 4 | T-1 p.g. 78-99, R-1 p.g. 85-95 |
| 14-16 | The performance need analysis (PNA) model, | CO 4 | T-2 p.g. 104-115, R-2 p.g. 99-105 |
| 17-19 | Performances need analysis and design of appraisal. | CO 5 | T-1 p.g. 116-119, R-2 p.g. 154-158 |

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|-------|----------------------------------------------------------------------------------------------|-------|----------------------------------------|
| 20-22 | Organizational constraints, Developing objectives, facilitation of learning and performance. | CO 5 | T-2 p.g. 117-126, R-2 p.g. 155-198 |
| 22-24 | Job Transfer, design theory | CO 6 | T-1 p.g. 158-159, R-2 p.g. 116-125 |
| 25-26 | Matching methods without comes | CO 6 | T-1 p.g. 99-135, R-2 p.g. 105-145 |
| 27-29 | Lectures and demonstrations. Games and simulations, OJT | CO 7 | T-2 p.g. 138-165, R-2 p.g. 142-153 |
| 30-32 | Performance management and employee development methods | CO 7 | T-1 p.g. 168-175, R-2 p.g. 65-68 |
| 33-35 | Computer based appraisal (CBA). | CO 8 | T-2 p.g. 77-85, R-2 p.g. 112-116 |
| 36-38 | Development of Performance Management skills implementation, transfer of performance. | CO 8 | T-1 p.g. 177-186, R-1 p.g. 117-125 |
| 39-42 | Major players in , measuring results and behaviors and development | CO 8 | T-2 p.g. 98-105, R-2 p.g. 214-225 |
| 42-43 | Rational for evaluation, resistance to performance evaluation. | CO 9 | T-1 p.g. 210-230, R-2 p.g. 198-215 |
| 45-48 | Types of evaluation. | CO 9 | T-2 p.g. 235-258, R-2 p.g. 214-225 |
| 49-52 | Gathering performance information | CO 9 | T-2 p.g. 226-234, R-1 p.g. 214-225 |
| 53-56 | Implementing a performance Management system, cross functional teams. | CO 10 | T-2 p.g. 214-235, R-2 p.g. 190-215, |
| 57-60 | Appraisal for performance management. | CO 10 | T-1 p.g. 210-255, R-1 p.g. 98-116 |
| 61-62 | Competency mapping | CO 10 | T-2 p.g. 260-265, R-2 p.g. 216-235 |

XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY/PROFESSION REQUIREMENTS:

| S. NO | DESCRIPTION | PROPOSED ACTIONS | RELEVANCE WITH POs |
|--------------|------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|
| 1 | Different types of performance concepts, appraisals, and principles of personal and impersonal management. | Seminars / Guest Lectures. | PO 3, PO 5, PO 11 |
| 2 | Advantages and limitations of reward system and appraisal system | Seminars / Guest Lectures. | PO 3, PO 5, PO 11, PO 9 |
| 3 | Significance, limitations and types of implementing a performance Management system. | Seminars / Guest Lectures. | PO 2, PO 3, PO 5, PO 9 |

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|---|--------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------|
| 4 | Importance and limitations and classification of conduction job analysis and different approaches to performance of employees. | Seminars / Guest Lectures. | PO 2, PO 3, PO 5, PO 9 |
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Prepared by:

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