

PERFORMANCE MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB63	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
<p>OBJECTIVES:</p> <p>The course should enable the students to:</p> <p>I. Develop the employees in identifying the knowledge and skills required for performing the job efficiently.</p> <p>II. Understand the boosting the performance of the employees by the way of encouraging employee empowerment, motivation and effective reward mechanism.</p> <p>III. Identify the barriers of effective performance through constant monitoring, coaching and development interventions.</p> <p>IV. Create a platform for several administrative decisions, strategic planning, succession planning, promotions and performance based payment.</p> <p>COURSE OUTCOMES (COs):</p> <ol style="list-style-type: none"> Understand the concept of performance management and reward systems in context. Illustrate the performance management process and performance management Strategic planning. Examine the concept of choosing a measurement approach, measuring results and behaviors. Demonstrate gathering performance information and implementing performance Management system. Analyze the appraisal procedure in different types of organizations and also know the recent trends in an organization. State the concepts of performance management and employee development. Examine the performance management skills and the case on implementation of 360 degree feedback system. Discuss reward systems, legal issues and managing team performance. Elucidate relevant performance related concepts like benchmarking, six sigma and competency mapping. Express the relevant performance related concepts like balance scorecard, Coaching, mentoring Pygmalion effect and job analysis. 								
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, and balance scorecard, coaching and mentoring Pygmalion effect, job analysis.		
Text Books		
<ol style="list-style-type: none"> 1. Herman Aguinis, "Performance Management", Pearson Education, 1st Edition, 2012. 2. Robert D Austin; TomDeMarco; 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 		