



**INSTITUTE OF AERONAUTICAL ENGINEERING**  
**(Autonomous)**  
Dundigal, Hyderabad -500 043

**MASTER OF BUSINESS ADMINISTRATION**  
**COURSE INFORMATION SHEET**

|                    |   |                  |                   |                |
|--------------------|---|------------------|-------------------|----------------|
| Course Title       | <b>PERFORMANCE MANAGEMENT</b>                 |                  |                   |                |
| Course Code        | <b>CMB407</b>                                 |                  |                   |                |
| Programme          | <b>MBA</b>                                    |                  |                   |                |
| Semester           | <b>III</b>                                    |                  |                   |                |
| Course Type        | <b>CORE</b>                                   |                  |                   |                |
| Regulation         | <b>IARE-R16</b>                               |                  |                   |                |
| Course Structure   | <b>Lectures</b>                               | <b>Tutorials</b> | <b>Practicals</b> | <b>Credits</b> |
|                    | <b>3</b>                                      | <b>-</b>         | <b>-</b>          | <b>3</b>       |
| Course Coordinator | <b>Ms. B.SWATHI, Assistant Professor, MBA</b> |                  |                   |                |
| Course Faculty     | <b>Ms. B.SWATHI, Assistant Professor, MBA</b> |                  |                   |                |

**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:**

| <b>Level</b> | <b>Course Code</b> | <b>Semester</b> | <b>Prerequisites</b>      | <b>Credits</b> |
|--------------|--------------------|-----------------|---------------------------|----------------|
| PG           | CMB407             | II              | Human Resource Management | 3              |

**III. MARKS DISTRIBUTION:**

| <b>Subject</b>         | <b>SEE Examination</b> | <b>CIA Examination</b> | <b>Total Marks</b> |
|------------------------|------------------------|------------------------|--------------------|
| Performance management | 70 Marks               | 30 Marks               | 100                |

**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.

**CONTINUOUS INTERNAL ASSESSMENT (CIA):**

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

#### CONTINUOUS INTERNAL EXAMINATION (CIE):

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.

#### QUIZ / ALTERNATIVE ASSESSMENT TOOL (AAT):

Two Quiz exams shall be online examination consisting of 20 multiple choice questions and are to be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, microprojects, five minutes video and MOOCs.

#### IV. DELIVERY/INSTRUCTIONAL METHODOLOGIES:

|   |                        |   |          |   |              |   |        |
|---|------------------------|---|----------|---|--------------|---|--------|
| √ | CHALK & TALK           | √ | QUIZ     | √ | ASSIGNMENTS  | X | MOOCs  |
| √ | LCD/PPT                | √ | SEMINARS | X | MINI PROJECT | X | VIDEOS |
| X | OPEN ENDED EXPERIMENTS |   |          |   |              |   |        |

#### V. ASSESSMENT METHODOLOGIES–DIRECT:

|   |                      |   |              |   |              |   |               |
|---|----------------------|---|--------------|---|--------------|---|---------------|
| √ | CIE EXAMS            | √ | SEE EXAMS    | √ | ASSIGNMENTS  | √ | SEMINARS      |
| X | LABORATORY PRACTICES | X | STUDENT VIVA | X | MINI PROJECT | X | CERTIFICATION |
| X | TERM PAPER           |   |              |   |              |   |               |

#### VI. ASSESSMENT METHODOLOGIES–INDIRECT:

|   |   |   |                                     |
|---|---|---|-------------------------------------|
| √ | ASSESSMENT OF COURSE OUTCOMES (BY FEEDBACK, ONCE) | √ | STUDENT FEEDBACK ON FACULTY (TWICE) |
| X | ASSESSMENT OF MINI PROJECTS BY EXPERTS            |   |                                     |

#### VII. COURSE OBJECTIVES (COs):

The course should enable the students to:

- I. Understand the concept of performance management.
- II. Infer the knowledge about performance appraisal, reward system and performance pay.
- III. Application of different methods and tools for improving performance.
- IV. Formulation of new strategies performance improvement.

#### VIII. COURSE LEARNING OUTCOMES (CLOs):

Students, who complete the course, will have demonstrated the ability to do the following:

| S.No       | Description   |
|------------|---|
| CCMB407.01 | Understand the concept of performance management and reward systems in context.   |
| CCMB407.02 | Illustrate the performance management process and performance management strategic planning.                            |
| CCMB407.03 | Examine the concept of choosing a measurement approach, measuring results and behaviors.                                |
| CCMB407.04 | Demonstrate gathering performance information and implementing performance management system.                           |
| CCMB407.05 | Analyze the appraisal procedure in different types of organizations and also know the recent trends in an organization. |

|            |  |
|------------|--|
| CCMB407.06 | State the concepts of performance management and employee development.   |
| CCMB407.07 | Examine the performance management skills and the case on implementation of 360 degree feedback system.                          |
| CCMB407.08 | Discuss reward systems, legal issues and managing team performance.  |
| CCMB407.09 | Elucidate relevant performance related concepts like benchmarking, six sigma and competency mapping.                             |
| CCMB407.10 | Express the relevant performance related concepts like balance scorecard, coaching, mentoring Pygmalion effect and job analysis. |

#### IX. HOW PROGRAM OUTCOMES ARE ASSESSED (POs):

| Program Outcomes(POs) |  | Level | Proficiency assessed by   |
|-----------------------|--|-------|---------------------------|
| <b>PO1</b>            | <b>Managerial skills:</b> Apply knowledge of management theories and practices to solve business problems.   | H     | Lectures and Assignments. |
| <b>PO2</b>            | <b>Decision making skills:</b> An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its  | H     | Lectures and Assignments. |
| <b>PO3</b>            | <b>Ethics:</b> Ability to develop value based leadership ability.  | N     | ---                       |
| <b>PO4</b>            | <b>Communication skills:</b> Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.  | N     | Lectures and Assignments. |
| <b>PO5</b>            | <b>Leadership skills:</b> Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.                                    | S     | ---                       |
| <b>PO6</b>            | <b>Entrepreneurial and Innovation skills:</b> Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs. | H     | ----                      |
| <b>PO7</b>            | <b>Strategic skills:</b> Analyze and formulate managerial strategies to sustain in dynamic global business environment.  | N     | Lectures and Assignments. |
| <b>PO8</b>            | <b>Technology skills:</b> Inculcate and develop technical skills to face the competitive world successfully.   | N     | ---                       |

N= None

S= Supportive

H = Highly Related

#### X. SYLLABUS:

|   |
|---|
| <b>UNIT – I</b><br><b>PERFORMANCE MANAGEMENT AND REWARD SYSTEM</b><br>Performance management and reward systems in context, performance management process, performance management strategic planning.                            |
| <b>UNIT – II</b><br><b>PERFORMANCE MEASUREMENT</b><br>Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system. |
| <b>UNIT – III</b><br><b>PERFORMANCE MANAGEMENT SKILLS</b><br>Performance management and employee development. Performance management skills. Case on Implementation of 360 degree feedback system                                 |
| <b>UNIT – IV</b><br><b>REWARD SYSTEMS</b><br>Reward systems and legal issues, managing team performance.  |

**UNIT – V****PERFORMANCE RELETED CONCEPTS**

Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance scorecard, coaching and mentoring Pygmalion effect, job analysis.

**TEXT BOOKS:**

|   |   |
|---|---|
| 1 | Herman “Performance Management”, Pearson, 2 <sup>nd</sup> Edition, 2010. Reprinted, 2010.   |
| 2 | Aubrey C. Daniels, “Performance Management: Changing Behavior That Drives Organizational Effectiveness”, Performance Management Publications , 4 <sup>th</sup> Edition, 2010.                   |
| 3 | Varma, Arup, Pawan Budhwar, and Angelo S. Denise, eds. “Performance Management Systems: A Global Perspective.Rout ledge Global Human Resource Management Series” 4 <sup>th</sup> Edition, 2003. |

**REFERENCES:**

|   |  |
|---|--|
| 1 | Aguinis, H. 2012. “Performance Management”, Prentice Hall. (Human Resource emphasis).3 <sup>rd</sup> Edition, 2012.  |
| 2 | Jeffrey M. Hiatt, “Employee's Survival Guide to Change: The Complete Guide to Surveying and Thriving During Organizational Change”, by Prosaic Research, 4th Edition, 2004.    |
| 3 | London, M. (2003). Job Feedback: Giving, seeking, and using feedback for performance improvement, 2 <sup>nd</sup> Edition. New Jersey: Lawrence Erlbaum Associates Publishers. |

**XI. COURSE PLAN:**

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

| <b>Lecture No.</b> | <b>Learning Objectives(LOs)</b>   | <b>Topics to be covered</b>   | <b>Reference</b> |
|--------------------|---|---|------------------|
| 1-3                | Able to know about the different trends in appraisal system.                          | Trends in appraisal<br>Career opportunities in appraisal, important concepts and meanings,    | T1&T2            |
| 4-5                | Know the importance and process of performance.                                       | Importance of performance ,process and also its objectives                                    | T2               |
| 6-7                | Understand the organizational development and effective strategies of performance.    | Integrating organizational development, strategy and performance.                             | T3               |
| 8-9                | Able to know the differences and its motivation and performance.                      | Difference between training and development, Understand motivation and performance, Aligning. | T1               |
| 10-11              | Understand the performance systems and also design.                                   | performance systems and its process, Design with learning process                             | T1,T3            |
| 12-13              | Know about the effectives reward system strategies and phases.                        | Effective reward system strategies and basic phases in performance strategy                   | T2               |
| 14-16              | Analyze the performance need analysis and its importance and know about its model.    | The performance need analysis (PNA) model,  | T2               |
| 17-19              | Able to understand the design of performance need analysis.                           | Performances need analysis and design of appraisal.   | T3 ,T1 &T2       |
| 20-22              | Understand about the developing objectives and facilitation of learning and appraisal | Organizational constraints, Developing objectives, facilitation of learning and performance.  | T1               |

|       |  |   |        |
|-------|--|---|--------|
| 22-24 | Know about the transfer procedure and also design theory.  | Transfer to the job, design theory  | T2     |
| 25-26 | Analyze the importance of performance and its matching methods.  | Matching methods without comes  | T3     |
| 27-29 | Able to know about the techniques of lectures and demonstrations<br>Games and simulations and its merits.              | Lectures and demonstrations.<br>Games and simulations, OJT                            | T3&T2  |
| 30-32 | Know about the on the Performance management and employee development techniques which are fallowed in an origination. | Performance management and employee development methods                               | T2     |
| 33-35 | Know how the computer based technique is fallowed in an organization.  | Computer based appraisal (CBA).   | T1 &T2 |
| 36-38 | Analyze the development Performance management skills and its implementation in an organization                        | Development of Performance management skills implementation, transfer of performance. | T2     |
| 39-42 | Able to know about the major players in , measuring results behaviors and development                                  | Major players in , measuring results and behaviors and development                    | T3     |
| 42-43 | Know about the resistance to performance evaluation.   | Rational for evaluation, resistance to performance evaluation.                        | T1 &T2 |
| 45-48 | Analyze the different types of evaluation.   | Types of evaluation.  | T1     |
| 49-52 | Understand about the gathering performance information   | gathering performance information   | T1 &T2 |
| 53-56 | Know about the , implementing a performance management system.   | , implementing a performance management system, cross functional teams,.              | T3     |
| 57-60 | Able to know about the appraisal for performance management.   | Appraisal for performance management.   | T1 &T2 |
| 61-62 | Understand about the competency mapping  | Competency mapping  | T1&T3  |

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

| S. NO | DESCRIPTION   | PROPOSED ACTIONS           | RELEVANCE WITH POs      | RELEVANCE WITH PSOs |
|-------|---|----------------------------|-------------------------|---------------------|
| 1     | Different types of performance concepts, appraisals, and principles of personal and impersonal management.          | Seminars / Guest Lectures. | PO 3, PO 5, PO 11       | PSO 3, PSO 4.       |
| 2     | Advantages and limitations of reward system and appraisal system  | Seminars / Guest Lectures. | PO 3, PO 5, PO 11, PO 9 | PSO 4               |
| 3     | Significance, limitations and types of. implementing a performance management system.                               | Seminars / Guest Lectures. | PO 2, PO 3, PO 5, PO 9  | PSO 1, PSO 3, PSO 4 |
| 4     | Importance and limitations and classification of conduction job analysis and different approaches to performance of | Seminars / Guest Lectures. | PO 2, PO 3, PO 5, PO 9  | PSO 1, PSO 3, PSO 4 |

|  |            |  |  |  |
|--|------------|--|--|--|
|  | employees. |  |  |  |
|--|------------|--|--|--|

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

| Course Objectives | Program Outcomes(POs) |     |     |     |     |     |     |     |
|-------------------|-----------------------|-----|-----|-----|-----|-----|-----|-----|
|                   | PO1                   | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| I                 | S                     | S   |     | S   |     |     | S   |     |
| II                | S                     |     |     | S   |     |     | S   |     |
| III               |                       | H   |     | S   |     |     | S   |     |
| IV                | S                     | S   |     |     |     |     |     |     |

**S = Supportive**

**H = Highly Related**

**XIV. MAPPING COURSE LEARNING OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:**

| Course Outcomes | Program Outcomes(POs) |     |     |     |     |     |     |     |
|-----------------|-----------------------|-----|-----|-----|-----|-----|-----|-----|
|                 | PO1                   | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| CCMB407.01      | H                     | S   |     | S   |     |     |     |     |
| CCMB407.02      | S                     |     |     | S   |     |     | S   |     |
| CCMB407.03      |                       | S   |     | S   |     |     |     |     |
| CCMB407.04      | H                     |     |     |     |     |     | S   |     |
| CCMB407.05      | S                     |     |     | S   |     |     | H   |     |
| CCMB407.06      | S                     |     |     |     |     |     | S   |     |
| CCMB407.07      |                       | H   |     | S   |     |     |     |     |
| CCMB407.08      |                       |     |     |     |     |     | S   |     |
| CCMB407.09      | S                     | S   |     |     |     |     | H   |     |
| CCMB407.10      | S                     |     |     |     |     |     |     |     |

**S = Supportive**

**H = Highly Related**

**XV. DESIGN BASED PROBLEMS (DP) / OPEN ENDED PROBLEM:**

1. Implement consignment appraisal system and performance management strategic system for establishing areas at different locations by the business concerns.
2. Design reward system statement from various differences between performance management and performance appraisal of employees to know the exact work at organizations by the employees.
3. Implement computerized performance reward system for the preparation of financial and non-financial benefits of the employees.

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