

MBG5043**Performance Management**

Course Code	MBG5 043	Semester	III
Course Title	<i>Performance Management</i>		
Credits	3	Type	Elective

This is an empowering and job-oriented course that helps the students to gain employability in the market.

Course Description

The course provides an understanding about the importance and process of performance management and the various tools available for measuring performance.

Course Outcome

By the end of the course, students are expected to be able to gain the following learning outcomes.

1. Knowledge gained:
 - Understand the importance and value of the human capital to the organization
 - Various methods of measuring and evaluating performance
 - concepts and theories on performance management.
2. Skills gained:
 - Analyze the various methods to rewards and thereby motivate the employees
 - Understand the importance of feedback and counselling.
3. Competency gained:
 - skills to evaluate the employees performance
 - plan incentives and benefits schemes for the organization.
 - creation of the pay structure of the organization.

Course Structure

The following is a detailed syllabus.

MODULE I : Introduction to Performance Management

Aims, Characteristics; Developments in Performance Management; Concerns; Understanding PM, Performance Appraisal and performance Management – PM and MBO – 7 rules of excellence – 7 sins of HR professionals.

MODULE II : Process of Performance Management

Performance Management cycle; PM Sequence, Working of PM; Performance Management Activities; PM in action – feedback management in PM – performance counselling

MODULE III : Performance Management and Development

Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card

MODULE IV : Performance Linked Rewards

Methods; Pay Structure; Performance Related Pay (PRP). Competence related pay; Team pay-contribution related pay; Skill based pay; Shop floor incentive bonus scheme; Sales force incentive schemes, Team rewards; Gain sharing, Profit sharing.

MODULE V : Evaluating Performance

Methods, Typical approach in evaluation, the rationale for Performance Management; Performance Agreements; Performance Reviews; feedbacks – e-PM – strategic role of HR professionals

Testing & Evaluation

- Internal Test
- Assignments
- Case Study
- Role Play
- Seminar

References

- Armstrong, M & Baron, A (2008) Performance Management: The new Realities; Institute of Personnel & Development, London
- Rothwells, W (2002) Models of Human Resource Improvement; 2nd Edition, American Society for Training & development, Alexandria, VA
- Michael Armstrong (2010); Performance Management, 4th Edition; Kogan pages
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