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| **PROGRAM** | **Master of Business Administration** |
| **SEMESTER** | **4** |
| **COURSE TITLE** | **Strategic Performance Management** |
| **COURSE CODE** | **04MB0414** |
| **COURSE CREDITS** | **3** |
| **COURSE DURATION** | **42 Hours (42 sessions of 60 minutes each)** |

**Course Outcomes:**

* To explain the attributes of a well-designed performance management system
* To compare and contrast various organizational performance management programs
* To recommend appropriate performance appraisal methods and tools
* To develop and implement an effective performance management system
* To design a Performance Management linked Reward and Compensation System

**COURSE CONTENTS:**

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| **Unit No** | **Unit / Sub Unit** | **Sessions** |
| **I** | **Introduction to Performance Management:** Performance Management: Concept and Definition - Performance Appraisal Vs Performance Management- Objectives and Importance of Performance Management, Determinants of Job Performance- Process of Performance Management- Performance Management Cycle - Linking PMS with other HR functions. | 8 |
| **II** | **Performance Management System:** Model of Performance Management System, Objectives and Functions of Performance Management System, Characteristics of Effective Performance Management System, Competency Based Performance Management System- Performance Planning- Competency Mapping and its linkage to Performance Planning, Counselling and Monitoring of Performance for High Job Performance | 10 |
| **III** | **Implementation of Performance Management System:** Balance Scorecard Approach to Performance Management System- Strategies for Effective Implementation of Performance Management- Operationalizing Change through Performance Management- Concept of High Performance Teams- Organizational Culture and Performance Management, Role of HR Professionals in improving Organizational Performance | 9 |
| **IV** | **Performance Management Linked Reward system:** Performance Analysis Process and Methods of Performance Appraisal- Performance Review- Relationship of Job Performance with Job Satisfaction- Objectives and Components of Reward System-Linkage of Performance Management to Reward and Compensation System- Implication of Performance management on Organizational Reward System. | 8 |
| **V** | **Current trends in Performance Management:** Potential Appraisal, Challenges & Ethics in Performance Management, Benchmarking, Six Sigma, Pygmalion effect, Performance Management Strategic Planning, Appraisal and Management Practices in Indian Organizations. | 7 |

**EVALUATION:**

The students will be evaluated on a continuous basis and broadly the scheme given below will be followed:

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|  | **Component** | **Weightage** |
| A | Continuous Evaluation Component (Assignments / Quizzes /  Class Participation etc.) | 20% (C.E.C.) |
| B | Internal Assessment | 30% (I.A.) |
| C | End-Semester Examination | 50% (External assessment) |

**SUGGESTED READINGS:**

**Text Books:**

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| **Sr. No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition and Year** |
| **T-01** | Prem Chadha | Performance Management | Macmillan | Latest |
| **T-02** | Michael Armstrong | Performance Management | Kogan Page. | Latest |
| **T-03** | T.V.Rao | Performance Management & Appraisal System | Sage | Latest |

**Reference Books:**

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| --- | --- | --- | --- | --- |
| **Sr. No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition and Year** |
| **R-01** | A.M. Sharma, | Perfomance Management System | HPH | Latest |
| **R-02** | M Armstrong, | Performance Management & Development | Jaico | Latest |
| **R-03** | Joe Willmore, | Performance Basics | ASTD Press | Latest |
| **R-04** | A S Kohli, T.Deb, | Performance Management | Oxford Higher Education | Latest |
| **R-05** | S.K.Bhatia. | Performance Management | Deep and Deep Publication | Latest |