

## **Masters of Business Administration (MBA)-Semester-3**

### **Course Teaching Plan**

**Course Title: Performance Measurement and Management (PMM)**

**Course Code: 340033303**

**Course Credit: 4.5**

#### **1. Course Introduction:**

The course examines the design of performance management systems that aim to transform organizational objectives and performance outcomes. It recognizes the importance of communication skills in the performance review process and evaluates the need for employee involvement as well as transparent, ethical and justifiable rewards for performance. The course requires learners to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

#### **2. Course Objectives:**

**The students will be asked to**

- Understand the importance of an effective Performance Management System for achieving short and long term goals in the organization
- Understand that Performance Management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance.
- Understand the effectiveness of measurement of human resource activities that are designed to enhance individual and organizational performance.

#### **3. Course Learning Outcome:**

**CLO1** Discuss the importance of Performance Management and Performance Appraisal in the organisation.

**CLO2** Explore and identify ways to utilize the personal self as an instrument in the Performance Management Process & Design specific Performance Appraisal System or tailor made for the organization

**CLO3** Explain Performance Monitoring System by designing and measuring performance (KPI & KRA)

**CLO4** Execute the entire Performance Management Model with the help of team members and explain the benefits of reward systems for team Performance Management.

**CLO5** Analyze the problems and difficulties encountered in appraisal methods followed in Indian companies

**CLO6:** Develop an understanding of role of HR professionals and ethics in Performance Management System

#### **4. CLO –PO Mapping Matrix**

	PO1	PO2	PO3	PO4	PO5
CLO1	3	2	3	3	3
CLO2	3	3	3	3	2
CLO3	3	2	3	3	2
CLO4	3	2	3	3	2
CLO5	3	3	3	3	2
CLO6	3	2	3	3	2

Correlation levels: 3= 'High', 2='Medium', 1='Low' and '-' = No correlation

## 5. Course Contents and Session Plan:

Session No.	Syllabus Content
	<b>Unit:1 Foundation of Performance Management</b>
<b>1-3</b>	<b>Performance Management</b> Objectives, characteristics, Developments in Performance Management, Principles of Performance Management, Understanding Performance Management, Elements of effective Performance Management
<b>4-5</b>	<b>Performance Appraisal and Performance Management</b> Performance Appraisal to Performance Management, differentiate between Performance Appraisal and Performance Management
<b>6-7</b>	<b>Performance Management System</b> Introduction, Objectives, functions, Characteristics of effective Performance Management System, Competency based Performance Management System, Electronic Performance Management
<b>8-9</b>	<b>Performance Counselling</b> Introduction, concept, principles, performance counselling for higher job performance, performance counselling skills
	<b>Unit:2 Process of Performance Management</b>
<b>10-11</b>	<b>Performance Planning</b> Meaning, Theories of Goal setting, Performance criteria, setting Performance criteria, Characteristics of Performance criteria, Process of setting Performance criteria, Importance and methodologies of Performance Planning, Competency Mapping
<b>12-13</b>	<b>Performance Managing</b> Meaning, Objectives, characteristics, importance and process of performance Managing

<b>14-16</b>	<b>Performance Appraisal</b> Meaning, Objectives, importance, Characteristics, process, principles of appraising performance, Approaches to Performance Appraisal, Methods of Performance Appraisal, Designing PA form, common rating errors, common pitfalls of PA, Elements of good PA, Appraising employees objectively, Achieving effective PA.
<b>17-18</b>	<b>Performance Monitoring</b> Meaning, Objectives, Characteristics, DSMC/ ATI performance improvement model, importance of performance monitoring, process of performance monitoring, ongoing mentoring and protege development, meaning of mentoring, performance management documentation, Annual Stocktaking, Performance Management Audit
	<b>Unit:3 Implementing Performance Management</b>
<b>19-20</b>	<b>Performance Management implementation</b> Bottleneck in the Implementing Performance Management, Strategies for effective Performance Management implementation, Factors affecting effective use of Performance Management
<b>21-22</b>	<b>High- Performance Teams</b> Concept, characteristics, determinants, building & leading of High performance teams, organizational culture and Performance Management
<b>23-24</b>	<b>Performance Management Linked Rewards Systems</b> Introduction to reward Management, Objectives, components of reward system, Relationship of job performance with job satisfaction, Linkage of performance management to reward and compensation systems, Implication of Performance Management on organizational reward system.
	<b>Unit:4 HR professionals, Ethics and Performance Management</b>
<b>25-26</b>	<b>Role of HR professionals in PM</b> Role of HR professionals in improving organisational performance, 7 rules of excellence 7 sins of HR professionals, Value creation for organizational excellence, Future role of HR professionals in PM in the knowledge Millennium
<b>27-28</b>	<b>Ethics in Performance Management</b> Ethics in Performance Management, Ethical Performance Management, Principles of Ethical Performance Management, Objectives and Significance of Ethical Performance Management, Ethical issues and dilemmas in PM, Future implications of ethics in Performance Management
<b>29-30</b>	<b>Contemporary Topics in Performance Management</b> Performance Agreements, Performance Reviews / feedbacks – e-PM, 720 degree feedback mechanism

	<b>Unit:5 HR Eureka –Live Project</b>
<b>31-45</b>	<b>HR Eureka</b> <ul style="list-style-type: none"> <li>● HR Eureka is a platform that provides the students an opportunity to interact with the corporate world and understand the linkage of theoretical concepts of Human Resource Management to their practical application.</li> <li>● During the live project training under the HR Eureka program, the students will also need to work on their comprehensive projects thereby further developing the skills of survey, data collection and research methodology.</li> </ul>

## 6. Assessment Scheme :

Specific assessment method	% Weightage	Theory	Practical
Unit Test / Viva Voce	50%	√	
Case Analysis & Discussion	10%	√	√
Assignment & Viva Voce	10%	√	√
Class Attendance & Class Participation	10%	√	
HR Eureka - Live project	20%	√	√
	100%		

## 7. Educational Resources

Educational Resources	Description
<b>i. Text Book</b>	<ul style="list-style-type: none"> <li>● Performance Management- A. S. Kohli, T.Deb, Oxford University Press</li> <li>● Performance Management- Soumendra N. Bagchi, Cengage Publication, 2<sup>nd</sup> Edition</li> </ul>
<b>ii. Reference Book</b>	<ul style="list-style-type: none"> <li>● Performance Management- R. K. Balyan, ikramender Singh Balyan, Suman Balyan (Text &amp; cases)</li> <li>● Performance Management- Prem Chadha</li> <li>● Performance Management and Appraisal Systems- T.V. Rao</li> <li>● ‘Performance Management- Herman Aguinis</li> <li>● Performance Measurement and Management- G.K. Suri, Venkata Ratnam, N.K. Gupta</li> <li>● Strategies for Performance Management- D.K.Srivastava</li> <li>● Performance Management:The new Realities- Michael</li> </ul>

	<p>Armstrong, Angela Baron</p> <ul style="list-style-type: none"> <li>• Performance management system and strategies- Dipak Kumar Bhattacharya</li> </ul>
<b>iii. Journals/ Magazine/periodicals</b>	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• Human Capital</li> <li>• Vikalpa – A Journal for Decision Makers</li> <li>• Harvard Business Review</li> </ul>
<b>iv. Video lecture ( NPTEL, MOOC, you tube lecture)</b>	<ul style="list-style-type: none"> <li>• Principles of Human Resource Management- NPTEL</li> <li>• Managing Employee Performance- University of Minnesota -coursera</li> <li>• The Manager's Toolkit: A Practical Guide to Managing People at Work - University of London- coursera</li> </ul>
<b>v. Course related important Web links</b>	<ul style="list-style-type: none"> <li>• <a href="http://www.shrm.org">www.shrm.org</a></li> <li>• <a href="http://www.investopedia.com">www.investopedia.com</a></li> </ul>
<b>vi. Course related blog, if any</b>	<ul style="list-style-type: none"> <li>• <a href="http://blog.impraise.com">blog.impraise.com</a></li> <li>• <a href="http://www.humanresourcetoday.com">www.humanresourcetoday.com</a></li> <li>• <a href="http://www.reviewsnap.com">www.reviewsnap.com</a></li> <li>• <a href="http://blog.shrm.org">blog.shrm.org</a></li> <li>• <a href="http://web.viapeople.com">web.viapeople.com</a></li> </ul>
<b>vii. List of classic Research papers related to course</b>	<ul style="list-style-type: none"> <li>• Performance Management System: A Strategic Tool for Human Resource Management by Sameeksha jain &amp; Aditya Gautam</li> <li>• Bhattacharjee S., Sengupta S., A study of performance Management System in a Corporate Firm, VSRD-IJBMR 1(8) (2011) 496-513</li> <li>• Simons, R. (2000), Performance measurement and control systems for implementing strategy: text &amp; cases, Prentice Hall, Upper Saddle River, NJ.</li> <li>• Armstrong, M &amp; Baron, A 2004, Managing performance: performance management in action, CIPD, London</li> </ul>