



TEACHING PLAN: PERFORMANCE MANAGEMENT

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| SCHOOL: (ASOM) ALABBAR SCHOOL OF MANAGEMENT | | ACADEMIC SESSION: 202!– 2023 | MBA SEMESTER-IV Semester FOR STUDENTS' BATCH: 2021-23 | | |
| 1 | Course No. | MGTM – 406H | | | |
| 2 | Course Title | PERFORMANCE MANAGEMENT | | | |
| 3 | Credits | 4 | | | |
| 4 | Learning Hours | Contact Hours | | | 50 |
| | | Assessment | | | 20 |
| | | Guided Study | | | 30 |
| | | Total hours | | | 100 |
| 5 | Course Objective | To acquaint the student to develop an understanding of the performance management of employees and its implications. Study of performance management that aid in motivation, employee development and productivity improvement to meet organization goals. | | | |
| 6 | Course Outcomes | <p>After completing the course, the students will be able to:</p> <p>CO1: Understand basic nature and importance of Performance Management.</p> <p>CO2: Analyse the current practices of Performance plan.</p> <p>CO3: Realize the importance of performance management system in enhancing employee performance.</p> <p>CO4: Recommend actions based on results of the Performance analysis and design performance appraisals that are cost effective, that increase productivity of the workforce, and comply with the legal framework.</p> <p>CO5: Understand role of competency based performance management system.</p> | | | |
| 7 | Outline syllabus: | | | | |
| 7.01 | Unit | Sub-Unit | Introduction | Page Numbers* | Lectures |
| 7.02 | Unit I | a) | Definition and concept of Performance Management, Importance of Performance Management. https://www.youtube.com/watch?v=XIG2Xh79g9I https://www.academia.edu/29743867/PERFORMANCE_MANAGEMENT Presentation | T1:02-03 | 3 |
| | | b) | Performance Objectives and standards, standards of performance https://www.youtube.com/watch?v=dwBbfY75WeQ | | |

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| | | | https://www.youtube.com/watch?v=7z51Xb18YyA | T1:04-05 | 3 |
| | | c) | Performance Domains and Dimensions https://www.youtube.com/watch?v=Zeba3ZOg4Wk https://www.youtube.com/watch?v=Q6zxbYJW5Do | T1:12-17 | 3 |
| | | | | | |
| 7.03 | Unit II | a) | Performance Planning Process, Contents of Performance Plan, 8 Step Model https://www.youtube.com/watch?v=S7EEOKEzjww https://www.youtube.com/watch?v=PEQEzHC02I4 https://www.youtube.com/watch?v=Tsn0xSQjo14 | | 3 |
| | | b) | Role clarity and Job description https://www.youtube.com/watch?v=h2CqixvnTME https://www.youtube.com/watch?v=zPonqUnPe7k | | 2 |
| | | c) | Meaning of Performance appraisal, methods and approaches to performance appraisal https://www.youtube.com/watch?v=RGjU7XJ8Jio https://www.youtube.com/watch?v=JbplaTF_kiw | T1:169-188 | 3 |
| | | d) | Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal. | T: 213-245 | 3 |

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| | | | https://www.youtube.com/watch?v=ei40j12kb9U https://www.youtube.com/watch?v=oc8h1fdvPI0 https://www.youtube.com/watch?v=8dhw1HGnBxY https://www.youtube.com/watch?v=51VbxX8LtMM | | |
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| 7.04 | Unit III | a) | MBO, 360*, Potential Appraisal, Performance Review, https://www.youtube.com/watch?v=N8L8Cs-X6kc https://www.youtube.com/watch?v=2dvSM9IM97w https://hr.mit.edu/performance/reviews#:~:text=The%20performance%20review%20is%20a,expectations%20for%20work%20moving%20forward. | T1:338-341 | 3 |
| | | b) | Performance counseling/ Mentoring. Team Performance Appraisal. https://www.youtube.com/watch?v=j6UsYSJDNPU https://www.youtube.com/watch?v=-pWvSS4Q0Q | T1: 343-357 | 3 |
| | | c) | Types of Appraisal, Approaches and Design https://www.youtube.com/watch?v=RGjU7XJ8Jio https://www.youtube.com/watch?v=RGjU7XJ8Jio https://www.youtube.com/watch?v=tRWof1VyngQ | T: 358-361 | 3 |
| 7.05 | Unit IV | a) | Introduction to PMS, Importance, Features, Process of Building PMS | T1:296-301 | 2 |

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| | | https://www.youtube.com/watch?v=fS4ihAcne3o https://www.youtube.com/watch?v=fTe8Pu6yioo https://www.youtube.com/watch?v=7v_o2HwzVLs | | |
| | | b) PMS Dimensions, Conceptual Framework. 4 pillars of PMS, PMS Prism, https://www.youtube.com/watch?v=M7VfY0Fd1v8 https://www.youtube.com/watch?v=bDkks_NzdNw | T1:301 | 3 |
| | | c) SPM- Balanced Score Card, SPM and Metrix, SPM Environment Threats and Risks. https://www.youtube.com/watch?v=zf-d-O7hVhM https://www.youtube.com/watch?v=O71daIs6x_M https://www.youtube.com/watch?v=DHh_2IV2tyc | T1:303-312 | 2 |
| | | d) 4 pillars of PMS, PMS Prism https://www.youtube.com/watch?v=PaSD4tiHkv8 https://www.youtube.com/watch?v=TRJzMEMyDTk https://www.youtube.com/watch?v=GA3-ac9ksZg | T1:313-318 | 3 |
| 7.06 | Unit V | a) Competency Based Performance Management System, Performance Measurement, Performance Measurement through BSC, https://www.youtube.com/watch?v=U3n2rIRepgo | | 3 |

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| | | https://www.youtube.com/watch?v=0IR-4VroTOU https://www.youtube.com/watch?v=ibGhrNghSzg | | |
| | b) | Performance and Succession Plan/ Career Development, International Performance Management, https://www.youtube.com/watch?v=atJrGhheVvo https://www.youtube.com/watch?v=SIx7wi3DqY8 | | 2 |
| | c) | Performance Audit, Human Resource Valuation accounting and Audit. https://www.youtube.com/watch?v=W_ElzfMBV1M https://m.youtube.com/watch?v=j2IH-WzN7vM | | 1 |
| | d) | Tutorial Classes | | 3 |
| 8 | Course Evaluation | | | |
| 8.1 | CA: 40% | | | |
| 8.1.1 | Attendance | 5 marks | | |
| 8.1.2 | Homework | 4 Assignments, Project and Presentation - 20 marks | | |
| 8.1.3 | Quizzes | 4 Quizzes, Class tests- 15 marks | | |
| 8.1.4 | Any other | -- | | |
| 8.2 | MTE | 20% | | |
| 8.3 | End-term examination: 40% | | | |
| 9 | Text Books & References | | | |
| 9.1 | Text book | 1. D. K. Bhattacharya, Performance Management Systems and Strategies- Text book, Pearson. | | |
| 9.2 | References | <ul style="list-style-type: none"> • Aquinis, Performance Management, Pearson. • Chadha, Performance Management, Macmillan. • Armstrong, Michael, Baron, Jaico, Performance Management. • Cardy, Performance Management, PHI. • Kohli, Deb, Performance Management, Oxford. • D Sharma, Performance Management, HPH. • R.K. Sahu, Performance Management System, EB. • TV Rao, Performance Management and Appraisal, Sage. | | |

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| 9.3 | Video References | https://www.youtube.com/watch?v=XIG2Xh79g9I 1. https://www.academia.edu/29743867/PERFORMANCE MANAGEMENT Presentation 2. https://www.youtube.com/watch?v=S7EEOKeZjww 3. https://www.youtube.com/watch?v=PEQEzHC02I4 4. https://www.youtube.com/watch?v=Tsn0xSQjo14 5. https://www.youtube.com/watch?v=Zeba3ZOg4Wk 6. https://www.youtube.com/watch?v=h2CqixvnTME 7. https://www.youtube.com/watch?v=zPonqUnPe7k https://www.youtube.com/watch?v=RGjU7XJ8Jio 8. https://www.youtube.com/watch?v=JbplaTF_kiw 9. https://www.youtube.com/watch?v=ei40j12kb9U 10. https://www.youtube.com/watch?v=oc8h1fDvPI0 11. https://www.youtube.com/watch?v=8dhw1HGnBxY 12. https://www.youtube.com/watch?v=51VbxX8LtMM 13. https://www.youtube.com/watch?v=PaSD4tiHkv8 14. https://www.youtube.com/watch?v=TRJzMEMyDTk 15. https://www.youtube.com/watch?v=GA3-ac9ksZg |

* Note: T1: First Text Book

Mapping of Outcomes v. Topics

| Outcome no. → Syllabus topic↓ | 1 | 2 | 3 | 4 | 5 |
|----------------------------------|---|---|---|---|---|
| Paper Code.Unit I (a) to (c) | ✓ | | | | |
| Paper Code.Unit II (a) to (d) | | ✓ | | | |
| Paper Code.Unit III (a) to (c) | | | ✓ | | |
| Paper Code.Unit IV (a) to (e) | | | | ✓ | |
| Paper Code.Unit V (a) to (e) | | | | | ✓ |

Question Bank

Very Short Questions

1. What is the importance of performance appraisal?
2. What are the various purpose of performance appraisal?
3. What do you mean by learning?
4. Define HRD climate.
5. What do you mean by core competencies?
6. What is competency analysis?
7. Define potential appraisal?
8. What do you mean by performance planning?
9. Define performance management system.
10. What is compensation structure?
11. What do you mean by rewarding?
12. What is OB modification?
13. Define executive compensation.
14. Define BARS.
15. Describe the factors affecting compensation.
16. What is wages board?
17. What do you mean by job evaluation?
18. What is the basic difference between performance appraisal and performance management.
19. What is a fringe benefit?
20. Define profit sharing.
21. What do you mean by HRD culture?
22. What is negative reinforcement?
23. What do you mean by quantitative and qualitative techniques?
24. What is the full form of ESOP?

Short Questions

1. Explain the process to identifying the core competencies.
2. What are the benefits of competencies?
3. Why competency based management is needed for modern organizations?
4. Explain the various steps involved in competency mapping.
5. Elaborate the mechanisms of HRD.
6. Explain the benefits of role analysis in organizations?

7. Write short note on
 - a) Quality of work life
 - b) Competency based development
8. Define a frame work for the HRD process.
9. What do u mean by core competencies explain its characteristics?
10. How would you identified the core competency of the company?
11. What are the challenges to performance management to organizations in today's business scenario?
12. No organization can survive without improving its performance. Do you agree?
13. Explain the various methods of competency mapping.
14. What are the applications of competency mapping?
15. Discuss the behavior approaches for performance management in detail.
16. "Alignment of all performance dimension result in well set strategies." Elaborate.
17. Explain objectives of performance management strategies.
18. What are the problems associated with over emphasis on performance management in today's corporate world?
19. Why do different organization have different performance management system, although the principle of performance management is same everywhere?
20. Define and explain the nature of HRD.
21. Explain competency theories in brief.
22. What is competency analysis also explain its purpose.
23. Describe principle and factors affecting of learning.
24. What do you mean by learning? Discuss the various theories of learning?

Section C

(Long Answer Type Questions)

1. Performance counseling is the heart of the performance management system. Do you agree?
2. Why has performance counseling in the organizational context ended up being a dreaded dialogue?
3. Design a performance planning process for your organization.
4. Describe the concept and perspective on performance managing.
5. What is performance managing? Explain the process.
6. Describe the objectives and importance of performance managing with suitable examples.
7. Why is performance managing important in the performance management process?

8. Performance managing aids the achievement of performance planning. Critically examine this statement.

9. Many managers are poor in performance counselling skills. Does it impact the performance managing adversely?

10. Design the process of performance managing for a management consultancy firm.

11. Why has performance appraisal turn into a mere ritual?

12. Which method of appraisal is most suited for appraising the following categories of employees?

a) IT professional c) HR professionals

b) Telesales d) R & D Scientist

Give justifications for choosing any particular method.

13. Is appraising potential more difficult than appraising performance? Critically examine and discuss the issue.

14. Design a performance monitoring process with built in mentoring programme for your organization.

15. Develop a set of critical incidents covering the classroom performance of the teacher you like the most.

16. Discuss the wage determination process in an industrial organization in details?

17. Write short note on

360 Degree Appraisal

Behaviourally anchored Rating Scale

18. Discuss various methods of job evaluation.