



TEACHING PLAN: PAPER NAME: PERFORMANCE MANAGEMENT

SCHOOL: ASOM		ACADEMIC SESSION- 2020- 2022		MBA 4TH SEMESTER FOR STUDENTS' BATCH: 2019	
1	Course code	SEM – IV			
2	Course Title	PERFORMANCE MANAGEMENT			
3	Credits	4			
4	Learning Hours	Contact Hours		60	
		Assessment		20	
		Guided Study		20	
		Total hours		100	
5	Course Objective	<p>1 To acquaint the student to develop an understanding of the performance management of employees and its implications.</p> <p>2 Study of performance management that aid in motivation, employee development and productivity improvement to meet organization goals.</p> <p>3 Enhance the skills and personal development of employees through the managers' help.</p> <p>4 To align the individual behaviour with organisational values.</p> <p>5 To record performance evidence to justify HR decisions</p>			
6	Course Outcomes	<p>1. Students align with the organizations core value goals and strategy.</p> <p>2. Students learn effective techniques to manager employee performance.</p> <p>3. Able to describe the performance appraisal process.</p> <p>4. Able to identify who may be responsible for performance appraisal.</p> <p>5. Students able to identify why employees often need additional training such as learning new skills need additional raining such as learning new skills and technologies and complying with new laws and regulations.</p>			
7	Outline syllabus:				
7.01	Unit	Section	Introduction	Reference number	Teaching methods
7.02	Unit I	(a)	Introduction to Performance Management, Definition, nature, scope, importance, Business and sub functional Performance Management https://onlinecourses.nptel.ac.innoc22_mg53/preview	TB1 8-20	PPT White Board +PPT
		(b)	Performance Management as a management Tool, Performance objectives and standards of Performance. https://onlinecourses.nptel.ac.innoc22_mg53/preview	TB 1 30-38	White Board +PPT
		(C)	Performance Domains and dimensions. https://onlinecourses.nptel.ac.innoc22_mg53/	TB1 39-50	PPT White Board

			preview		+PPT
7.03	Unit- II	(a)	Performance Planning Process, Contents of Performance Plan, 8 Step Model, Individual and Group Performance Planning, Role clarity and Job description https://onlinecourses.nptel.ac.in/innoc22_mg53/preview	TB1 53-61	White Board + PPT
		(b)	Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, https://onlinecourses.nptel.ac.in/innoc22_mg53/preview	TB1 63-71	White Board + PPT
		(c)	Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal. https://onlinecourses.nptel.ac.in/innoc22_mg53/preview	TB1 55- 79	White Board + PPT
7.04	Unit III	(a)	Introduction, Definition, Purpose and Role of appraisal in Performance Management, Methods and Steps in Performance Appraisal https://onlinecourses.nptel.ac.in/innoc22_mg53/preview	TB1 72-80	White Board + PPT
		(b)	Why Appraisal Fail, Types of Appraisal, Approaches and Design, MBO, 360*, Potential Appraisal, https://onlinecourses.nptel.ac.in/innoc22_mg53/preview	TB1 66-71	White Board + PPT
		(c)	Performance Review, Performance counseling/ Mentoring. Team Performance Appraisal. https://onlinecourses.nptel.ac.in/innoc22_mg53/preview	TB1 97-103	White Board + PPT
	Unit IV	(a)	Introduction to PMS, Importance, Features, Process of Building PMS, PMS Dimensions, Conceptual Framework. 4 pillars of PMS, PMS Prism, Strategic Performance Management https://onlinecourses.nptel.ac.in/innoc22_mg53/preview	TB 1 111-117	White Board +PPT

		(b)	Strategy linkage, Components of SPM, SPM- Balanced Score Card, SPM	TB 1 127-133	White Board +PPT
		(c)	Metrix, SPM Environment teatre and Risks. https://onlinecourses.nptel.ac.in/noc22_mg53/preview	TB1 133-142	White Board +PPT
7.06	Unit V	(a)	Competency Based Performance Management System, Performance Measurement, Performance Measurement through BSC, Performance and Succession Plan https://onlinecourses.nptel.ac.in/noc22_mg53/preview	TB1 149 -164	White Board +PPT
		(b)	Career Development, International Performance Management, https://onlinecourses.nptel.ac.in/noc22_mg53/preview	TB1 188-193	White Board +PPT
		(c)	Performance Audit, Human Resource Valuation accounting and Audit. https://onlinecourses.nptel.ac.in/noc22_mg53/preview	TB 1 193-236	White Board +PPT
8	Course Evaluation				
8.10	CA: 40%				
8.11	Attendance	5%			
8.12	Assignment & Presentation	20%			
8.13	Class test	15%			
8.16	Any other	--			
8.2	MTE	20%			
8.3	End-term examination: 40%				
9	Text Books & References				
9.1	Text books	TB1. D. K. Bhattacharya, Performance Management Systems and Strategies- Text book, Pearson.			
9.2	References	RB1: Aquinis, Performance Management, Pearson. RB2: Chadha, Performance Management, Macmillan. RB3: Armstrong, Michael, Baron, Jaico, Performance Management. RB4: Cardy, Performance Management, PHI. RB5: Kohli, Deb, Performance Management, Oxford. RB6: Sharma, Performance Management, HPH. RB7: R.K. Sahu, Performance Management System, EB. RB8: TV Rao, Performance Management and Appraisal, Sage.			
9.3	Video	https://www.udemy.com/			

References	https://www.youtube.com/watch?v=WjvHPdlKoEA https://www.youtube.com/watch?v=XIG2Xh79g9I https://www.youtube.com/watch?v=RbGBpMDZYf4 https://www.youtube.com/watch?v=REO6glkSdjg https://www.udemy.com/course/the-complete-performance-management-beginners-course/
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Mapping of Outcomes v. Topics

Outcome no. → Syllabus topic↓	1	2	3	4	5
Paper Code. Unit I (a)	√				
Paper Code. Unit I (b)	√				
Paper Code. Unit I (c)	√				
Paper Code. Unit II (a)		√			
Paper Code. Unit II (b)		√			
Paper Code. Unit II (c)		√			
Paper Code. Unit III (a)			√		
Paper Code. Unit III (b)			√		
Paper Code. Unit III (c)			√		
Paper Code. Unit IV (a)				√	
Paper Code. Unit IV (b)				√	
Paper Code. Unit IV (c)					
Paper code. Unit V (a)					√
Paper code. Unit V (b)					√
Paper code. Unit V (c)					√

Question Banks

Following question is of 4 Marks

- (1) What is meant by performance management?
- (2) Define Intervention.
- (3) List out the required competencies for job.
- (4) Define reward management.
- (5) What are the four techniques that are used as part of job evaluation?
- (6) Define Job enrichment.
- (7) List out the major theories of reward.
- (8) Define Mentoring.
- (9) What is meant by balance scorecard?
- (10) Explain the significance of performance management in details.
- (11) Managing performance of employee is easier said than done. It is true discuss the challenged in realizing performance management in reality.
- (12) Explain the importance of reward in performance management.

- (13) Reward is psychological phenomenon. Substantiate this statement.
- (14) Describe the process involve in nurturing culture based performance management.
- (15) Discuss the role of mentoring in career development.
- (16) Career management is responsibility of both individual employee and organization – substantiate this statement.
- (17) Describe the following
- (a) Performance management
 - (b) Potential appraisal
 - (c) Performance reviews
 - (d) Performance reviews
 - (e) Objectives of performance management
 - (f) Coaching for performance
- (18) Write a short note on the following
- (a) Performance management and pay
 - (b) 360 Degree feedback
- (19) The key issues conserving organizations today are counselling and coaching.” Do you agree with this statement? Give reasons for your answer.

Following question is of 10 Marks

- (1) Define the scope of performance management. What are the foundations for the evolution of performance management?
- (2) Discuss the importance of performance management planning. How is performance management planning linked to strategic planning?
- (3) What are the major functions of performance management system? Explain in detail about the Performance management cycle
- (4) Design a performance planning process for your organization and elucidate its importance in performance management process?
- (5) List out the process of Performance monitoring system with suitable examples and classify the concepts and skills of performance monitoring system.
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- (6) In future, the compensation policies programme and practices of an Organization will revolve around newer reward systems and benefits Discuss. Elucidate the steps involved in effective performance appraisal system?
- (7) How to bring about operational change through performance management? Discuss the role of HR manager as leader in bringing about that change.
- (8) Develop a set of critical incidents covering the classroom performance of the teacher you like the most. Demonstrate the managing behavior for measuring performance.
- (9) Many managers are poor in performance counseling skills. Does it impact the performance managing adversely? Describe performance management and strategic planning linkages.
- (10) Performance review is very important part of performance management system. Explain with examples.
- (11) “Some of the so called modern industries will follow traditional techniques of performance appraisal” Do you agree? If, you defend your argument with reasoning.
- (12) What is assessment centre? What is the importance of Balanced Score Card in Performance management? Explain in detail about 360 Degree performance appraisals
- (13) Do you believe that there exist any difference between competence and competency? If yes then what? Describe how frequently performance reviews are to be conducted?
- (14) Describe the role of team coach and team leader in the development of high performance teams? Discuss the major problems in the conduct of performance review. [7M] 8. a) Determine the institutional mechanism for wage determination. Examine their pros and cons. Along with the types of compensation
- (15) What are the different methods of wage payment system and explain different types of pay structures in India.
- (16) Elucidate the benchmarking along with the objectives and stages involved in benchmarking classify with advantages and disadvantages of benchmarking.
- (17) What are the steps involved in the job analysis process? Discuss the four factor theory and enlist the positive Pygmalion factors
- (18) Mentoring relationship need not be successful always explain the statement by highlighting the problems associated with mentoring relationship.
- (19) Highlight the balance scorecard system and discuss about different types of measures in balance scored system

Project for students

- (1) A study of Performance Management System in Neemrana Rajasthan in Daikin Company.
 - (2) A roadmap for developing implementing and evaluating performance management systems.
 - (3) Prepare a project on The Era of automated performance management
 - (4) Prepare a project on measures of Project Management Performance and value.
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