



**MANGALORE UNIVERSITY**  
**Department Master of Commerce (HRD)**  
**M.Com (HRD)**

**CRH551: PERFORMANCE AND TALENT MANAGEMENT**

**Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits**

**Objective: To expose the students to the promising area of performance management with a special focus on performance planning, implementation, assessment, analysis and improvement along with the role of potential appraisal and assessment centers in organizations and with a focus on employers and talent management techniques.**

**Course Out Comes:**

1. Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

**Unit -1: Performance Management: An Overview-** Objectives – Performance management process – Dimensions – Performance appraisal – Merit rating, performance evaluation and performance appraisal – Uses of performance appraisal: Developmental uses, administrative uses, organizational maintenance objectives, and documentation – Criteria for a good appraisal system: Validity and reliability – deficiency and contamination – Freedom from bias – Freedom from rating errors: Leniency, severity, central tendency, recency and halo errors – Unintentional and intentional errors – Reasons for inflating and deflating ratings – Operating and human resource costs of developing and implementing an appraisal system – Recent trends.

**Unit -2: Performance Measurement:** Categories of performance information: Trait-based appraisals – Behaviour-based appraisals – Result-based appraisals – Methods of appraising performance: Objective and subjective measures – Objective measures: production measures, rupee sales, personnel data, performance tests, business unit performance measures – Subjective measures: Ranking Vs. rating – Comparative procedures: ranking, paired comparisons, forced distribution – Absolute standards: Graphic rating scales, mixed standard scale, weighted checklist, forced-choice, critical incident technique, behaviourally anchored rating scales, behavioural observation scales – **Management by objectives (MBO)** – Recent trends.

**Unit -3: Raters of Employee Performance:** Self evaluation – Peer evaluation – Subordinate evaluation

– Customer evaluation – Computers in performance evaluation – 360-degree appraisals – Potential appraisal and assessment centre - The Philip’s Model: Problem children, stars, solid citizens, planned separation – Potential appraisal criteria: conceptual, interpersonal and operational effectiveness – Achievement motivation - Appraisal interview. Key issues in performance appraisal and management – Training evaluators: Rater error training, frame-of-reference training, information processing approaches – Feedback to evaluators – Types of feedback interviews: tell and sell, tell and listen, problem solving – Problems with the appraisal interview – Motivating and rewarding performance – Performance appraisal and ethics – Future challenges of performance management - Recent trends.

**Unit -4: Basics of Talent Management:** Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, **Talent management process**, Talent Management Systems and Dimension. Components and benefits of Talent Management System; Creating TMS, Challenges of TMS, Building blocks of talents management, Talent Planning- Developing and Retaining Talent – Recent trends.

**Unit -5: Talent Management:** **Talent Inventory-succession planning-developing plan, Strategic talent management: Talent identification and business alignment-performance management & development,-Proactive Talent Retention.** Current trends in Talent management – Recent trends.

## References

1. Allan M. Mohrman, Jr., Susan M. Resnick-West, and Edward E. Lawler III, *Designing Performance Appraisal Systems – Aligning appraisals and organizational realities*, San Francisco, Calif.: Jossey-Bass
2. [Berger Lance](#), Dorothy. *Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People*, McGraw-Hill Education.
3. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, *Human Resource Management* Chennai: All India Publishers and Distributors.
4. Gary P. Latham and Kenneth N. Wexley, *Increasing Productivity through Performance Appraisal*, Reading, Mass: Addison–Wesley.
5. Lloyd L. Byars and Leslie W. Rue, *Human Resource Management* Homewood, IL: Irwin.
6. [Shukla Ravinder](#): *Talent Management: Process of Developing & Integrating Skilled Workers*, global India publication New Delhi.
7. T. V. Rao *HRD Audit: Evaluating the Human Resource Functions for Business Improvement*.  
New Delhi: Response Books.
8. T. V. Rao *Human Resource Development: Experience, Intervention*, New Delhi : Sage Publications