

MBAS 561: PERFORMANCE MANAGEMENT

Workload	: 4 hours per week
Examination	: 3 hours - 70 marks
Objectives	: 1. To get into the practices of performance management. 2. To have a clear understanding of performance management techniques. 3. To realise performance management as a motivation, employees to excel greater performance.
Course outcome	1. Get practical expense to build high performing. 2. Understand the role of HR managers in performance management. 3. Able to build high performing teams.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars etc.

Module 1, Introduction: Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal.

Module 2, Planning Performance Management: Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

Module 3, Performance and Development: Setting objectives - Organizational and individual performance plans - Components of Managers performance and development plan - setting mutual expectations and performance criteria. Performance and potential management

Module 4, Monitoring and Mentoring: Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy. Measuring Performance – Managing for results, managing behaviour, managing competencies, conducting performance reviews

Module 5, Annual Stocktaking: Stock taking performance - process of Judgment vs process of analysis - stock taking discussions - Delivering efficient feedback - 360- Degree Feedback-stocktaking potential - Tools for stocktaking potential.

Module 6, Appraising for Recognition & Reward: Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions.

Module 7, Organisational effectiveness: Role of Leadership and Change in organizational effectiveness - rules of thumb for change agents - performance management skills - Operationalizing change through performance management.

Module 8, High Performing Teams: Building and leading High performing teams - team oriented organizations - developing and leading high performing teams. Management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

Reference Books

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Henderson, Compensation Management in a Knowledge Based World 9/e Pearson Education.

