

GUJARAT TECHNOLOGICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

Year – 2 (Semester – III) (W.E.F. Academic Year 2018-19)

Specialization: Human Resource Management

Subject Name: Performance Management (PM)

Subject Code: 3539235

1. Learning Outcome:

- Develop and implement a performance management system
- Select appropriate performance appraisal methods and tools
- Link individual goals and performance to company's strategy
- Link performance with merit increases and incentive awards

2. **Course Duration:** The course duration is of **36 sessions of 45 minutes** each.

3. Course Contents:

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
I	Performance Management; Aims, Characteristics; Developments in Performance Management; performance management system and organization culture, Concerns; Performance Appraisal and performance Management – PM and MBO – Techniques of Appraisal;	9	17
II	Process of Performance Management - Planning, Performance Management cycle; Working of PM; Performance Management Activities; Linking PMS with other HR functions. Potential Appraisal Performance Mentoring, Objectives; Process; Conditions for Effective Performance mentoring	9	18
III	Performance Monitoring; Assessment Center, Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, H.R.Scorecard.,H.R.Audit,Errors in appraisal Relevant Cases/ Applications & Web-exercises concerning the Module	9	17

	Discussing check-list for managers Discussing & displaying various Performance Appraisal forms (Generic, Balanced-scorecard based; Key performance area based, for various positions)		
IV	Role of Training and Development in pms , performance based compensation, performance based career planning and succession planning, Role of HR Professionals in Performance Management , Performance Agreements; Performance Reviews; feedbacks – e-PM, strategic role of HR professionals Relevant Cases/ Applications & Web-exercises concerning the Module Discussions & displaying industry-specific competencies and its implications on Performance Mgt. (Eg. BPOs/ IT-ERP Companies/ Retail Companies/ Hospitals/ NGOs/ Educational Institutions etc)	9	18
V	Practical: Case Studies I, II, III Live Projects based on activities and Exercises towards the end of chapter or as decided by the subject faculty/ Live experiences/ Industry-defined projects. Projects on designing industry-specific competencies and its implications on Performance Mgt. (Eg. BPOs/ IT-ERP Companies/ Retail Companies/ Hospitals/ NGOs/ Educational Institutions etc)	---	(30 marks CEC)

4. Teaching Methods:

The course will use the following pedagogical tools:

- Interactive learning based on discussions, interactions, blend of lecture-method and interactions using AV / multi-media aids
- Case analysis and discussion
- Class Presentations and Live Projects/ Live experiences sharing

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test/Presentation on specific topic etc.	(Internal Assessment- 50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Kohli A S & Deb T	Performance Management	Oxford Higher Education	2008/ Latest edition
2	Bagchi Soumendra	Performance Management	Cengage Learning	Latest edition
3	R K Balyan	Performance Management (Text & cases)	Himalaya Publishing House	Latest edition
4	Chadha Prem	Performance Management- Its about performing not just appraising	McMillan Business Books	Latest edition
5	T.V. Rao	Performance Management and Appraisal Systems	Response Books	Latest edition
6	Herman Aguinis	'Performance Management	Pearson Education	Latest edition
7	G.K.Suri	Performance Measurement and Management	Excel Publications	Latest edition
8	D.K.Srivastava	Strategies for Performance Management	Excel Publications	Latest edition
9	Armstrong, M &Baron	Performance Management: The new Realities	Institute of Personnel & Development, London	Latest edition
10	Dipak Kumar Bhattacharya	Performance management system and strategies	Pearson	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers, etc.

1. Journal of Managerial Psychology
2. International Journal of Business Performance Management
3. Procedia- Social & Behavioral Sciences
4. Asian Journal of Management Cases
5. Harvard Business Review
6. Global Business Review