



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB03092101

Course / Subject Name : Performance Management

w. e. f. Academic Year:	2025-26
Semester:	3
Category of the Course:	Specialization HRM (Major 3)

Prerequisite:	Any Graduate
Rationale:	Performance Management is a strategic and integrated process that helps organizations achieve sustainable success by improving the performance of individuals and teams. It acts as a vital link between organizational goals and employee contribution. An effective performance management system ensures that employees understand what is expected of them, receive regular feedback, and are motivated to perform at their best. In today's competitive business environment, aligning individual performance with strategic objectives is critical for organizational growth. Additionally, ethical considerations, cultural differences, and evolving appraisal practices make it essential for future managers to master modern performance management techniques. Through this course, students will be able to design effective performance systems, apply tools like KRAs, 360-degree feedback, and balanced scorecards, and contribute to building a performance-driven culture within their organizations.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Define key concepts, characteristics, and recent developments in Performance Management and differentiate it from traditional performance appraisal systems.	Remember
02	Explain the performance management cycle, feedback mechanisms, counselling processes, and ethical practices in PMS.	Understand
03	Apply techniques such as KPI/KRA setting, 360-degree appraisal, balance scorecard, and competency mapping to design a practical PMS.	Apply
04	Analyse cultural, organizational, and leadership challenges in implementing PMS across different industries and global contexts.	Analyse
05	Evaluate the effectiveness of reward systems, training interventions, and potential appraisal methods in enhancing individual and team performance.	Evaluate

*Revised Bloom's Taxonomy (RBT)



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Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150

Course Content:

Unit No.	Content	No. of Hours	% of Weightage
1.	Performance Management: <ul style="list-style-type: none"> • Aims, Characteristics • Developments in Performance Management • Concerns • Understanding PM • Performance Appraisal and Performance Management <ul style="list-style-type: none"> ○ PM and MBO ○ 7 rules of excellence ○ 7 sins of HR professionals 	8	17
2.	Process of Performance Management: <ul style="list-style-type: none"> • Performance Management cycle • PM Sequence, Working of PM • Performance Management Activities • PM in action – feedback management in PM • Performance Counselling <ul style="list-style-type: none"> ○ Objectives; Process; ○ Conditions for Effective Performance ○ Counselling and Planning ○ Performance Managing, 	12	18
3.	Performance Monitoring: <ul style="list-style-type: none"> • Assessment Centre • Designing and Measuring performance (KPI & KRA) • Criteria for performance measurement • Setting Organizational, Team & Individual performance Standards • Methods for evaluating Performance <ul style="list-style-type: none"> ○ 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card. 	13	17



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4.	Role of Training and Development in PMS: <ul style="list-style-type: none">• Need Identification for Training and Development for Performance Management• Rewards and Recognition• Team Performance• Performance Management linked Reward System• Role of HR Professionals in Performance Management• Potential Appraisal & its linkage to Performance Management• Performance Agreements• Performance Reviews; feedbacks – e-PM• Strategic role of HR professionals• Ethics in Performance Management	12	18
5	Practical: 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)	15	CEC (30 Marks)
Total		60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
20	20	20	20	20	-

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

Suggested Case Study: Appropriate cases from book can be taught in classroom.

References/Suggested Learning Resources:

(a) Books:

1. **Performance Management** by A. S. Kohli & T. Deb, Latest Edition, Oxford Higher Education.
2. **Performance Management** by Soumendra N. Bagchi, 2nd Edition (2013), Cengage.
3. **Performance Management: Text & Cases** by R. K. Balyan, Vikramender Singh Balyan, and Suman Balyan, 1st Edition (2017), Himalaya Publishing House.
4. **Performance Management – It's About Performing Not Just Appraising** by Prem Chadha, Latest Edition, Laxmi Publications.
5. **Performance Management and Appraisal Systems** by T. V. Rao, 1st Edition (2004), Sage.
6. **Performance Management** by Herman Aguinis, 3rd Edition (2012), Pearson.



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7. **Performance Measurement and Management** by G. K. Suri, Venkata Ratnam, and N. K. Gupta, Excel Publications, 2005.
8. **Strategies for Performance Management** by D. K. Srivastava, Latest Edition, Excel Publications.
9. **Performance Management: The New Realities** by Michael Armstrong & Angela Baron, Latest Edition, Institute of Personnel & Development, London.
10. **Performance Management System and Strategies** by Dipak Kumar Bhattacharya, Latest Edition, Pearson.

(b) Open source software and website:

1. Vikalpa – A Journal for Decision Makers
2. Management Review
3. Human Capital
4. Harvard Business Review
5. Journal of Applied Behavioral Science
6. Human Resource Development Review
7. Journal of Human Resource Development
8. Human Resource Development Quarterly
9. International Journal of Human Resource Development and Management
10. European Journal of Training and Development information
11. Human Resource Management Review
12. Human Resource Management Journal

CO- PO Mapping:

Semester 3	Course Name : Performance Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	2	3	2	3	2
CO3	3	3	2	3	2
CO4	3	3	2	3	2
CO5	2	3	2	3	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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