

Name of Institute: IIMS

Name of Faculty: Dr. Dipti Sethi

Course code:

Course name: Performance Management System

Pre-requisites: Knowledge of OBD & HRM & experience of Internship

Credit points: 3

Offered Semester: MBA III

Course Coordinator (weeks 01 - 15)

Full Name: Dr. Dipti Sethi

Department with siting location: Bhanwar Building 4th floor

Telephone: 9824096015

Email: diptisethi.mba@indusuni.ac.in

Consultation times:

Course Lecturer (weeks 01 - 15)

Full name: Dr. Dipti Sethi

Department with siting location: Bhanwar Building 4th floor

Telephone: 9824096015

Email: diptisethi.mba@indusuni.ac.in

Consultation times: 2:00-4:00pm

Students will be contacted throughout the Session via Mail with important information relating to this Course.

Course Objectives

By participating in and understanding all facets of this Course a student will:

1. Create understanding about various performance management frameworks
2. Support the student to learn integration of individual, business and organizational performance
3. Develop the ability to give and receive performance feedback
4. Comprehend the context of performance

Course Outcomes (CO)

- To know and understand how a performance management system works.
- To develop the necessary skills and ability to design & deliver an effective performance management system
- To acquire the skills for performance & employee counseling
- How to elicit the support of the top management of the organization to develop these concepts.
- To give & receive feedback on others & their own performance
- How they can discuss and contribute to individual and team aims and objectives.

UNIT-I

Individual Performance Planning

- Defining Individual Roles and Performance Outcomes
- Competency Mapping: Concepts and Application Goal Setting for Individual Performance

Introduction to Performance Management

- The principles of effective performance management.
- Performance appraisal and performance management.
- Overview of the best practice performance management process.

UNIT-II

Individual Performance Planning

- Defining Individual Roles and Performance Outcomes
- Competency Mapping: Concepts and Application Goal Setting for Individual Performance

UNIT-III

Performance Monitoring and Review

- Measuring Results and Behaviors
- The Individual Performance Appraisal System
- 360 – Degree Feedback System
- Giving & Receiving Performance Feedback

UNIT-IV

Organisational Performance Planning and Review

- Organizations, Business and Performance,
- Organization Goal Setting
- Organization Structure and Performance Management Balanced Score card

UNIT-V

Special Aspects of Performance Management

- Performance Management and Rewards - Rewarding and Recognizing Performance
- Performance Management and Employee Development - Assessment and Development Centers
- Ethics in Performance Management

Method of delivery

(Face to face lectures, self study material, Active Learning Techniques)

Study time

(How many hours per week including class attendance)

CO-PO Mapping (PO: Program Outcomes)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	2	3	3	2	3	2
CO 2	2	3	2	2	2	2	2
CO 3	2	2	2	2	3	3	2
CO 4	2	3	2	2	3	2	3
CO 5	3	3	3	2	2	2	2

Blooms Taxonomy and Knowledge retention (For reference)

(Blooms taxonomy has been given for reference)

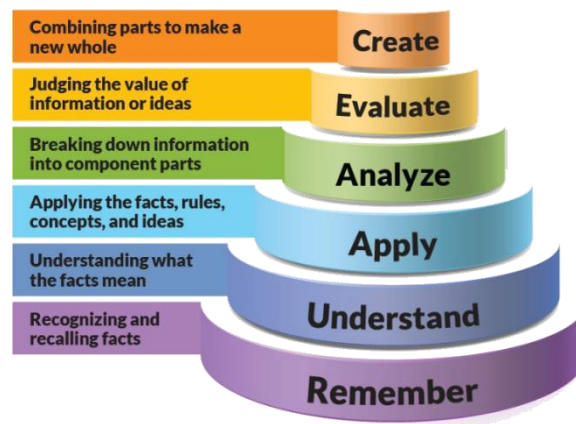


Figure 1: Blooms Taxonomy

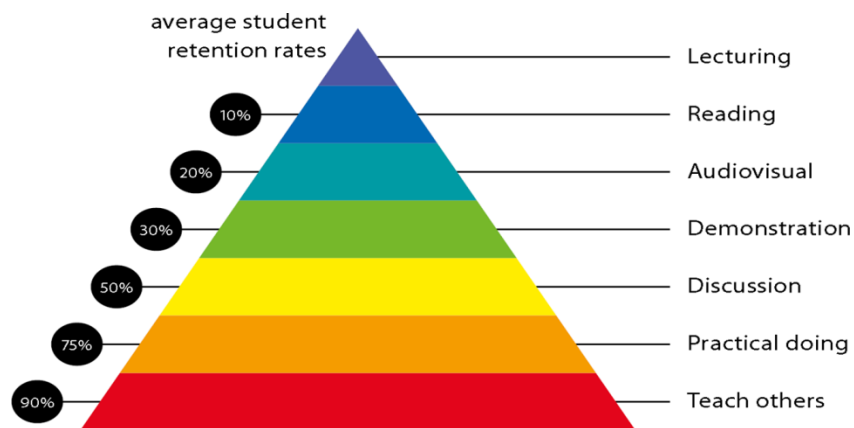


Figure 2: Knowledge retention

Graduate Qualities and Capabilities covered
 (Qualities graduates harness crediting this Course)

General Graduate Qualities	Specific Department of _____ Graduate Capabilities
<p>Informed Have a sound knowledge of an area of study or profession and understand its current issues, locally and internationally. Know how to apply this knowledge. Understand how an area of study has developed and how it relates to other areas.</p>	<p>1 Professional knowledge, grounding & awareness</p>
<p>Independent learners Engage with new ideas and ways of thinking and critically analyze issues. Seek to extend knowledge through ongoing research, enquiry and reflection. Find and evaluate information, using a variety of sources and technologies.</p>	<p>2 Information literacy, gathering & processing</p>

Acknowledge the work and ideas of others.	
Problem solvers Take on challenges and opportunities. Apply creative, logical and critical thinking skills to respond effectively. Make and implement decisions. Be flexible, thorough, innovative and aim for high standards.	4 Problem solving skills
Effective communicators Articulate ideas and convey them effectively using a range of media. Work collaboratively and engage with people in different settings. Recognize how culture can shape communication.	5 Written communication
	6 Oral communication
	7 Teamwork
Responsible Understand how decisions can affect others and make ethically informed choices. Appreciate and respect diversity. Act with integrity as part of local, national, global and professional communities.	10 Sustainability, societal & environmental impact

Practical work:

Example:			
Lecture	Tuesday	10:05 – 11.05 am	Room LH 30
Lecture/Tutorial	Wednesday	10:05 – 11.05 am	Room LH 30
	Thursday	10:05—11:05 am	

Attendance Requirements

The University norms states that it is the responsibility of students to attend all lectures, tutorials, seminars and practical work as stipulated in the Course outline. Minimum attendance requirement as per university norms is compulsory for being eligible for mid and end semester examinations.

Details of referencing system to be used in written work

Text books

Bagchi, Soumendra Narain (2010), *Performance Management*, New Delhi: Cengage Learning

Reference Books:

1. Aguinis, Herman (2009), *Performance Management* (2nd Edition), New Delhi: Pearson Education
2. Armstrong, Michael (2007), *Performance Management – Key Strategies and Practical Guidelines, Realities and Practice* (3rd Edition), New Delhi: Kogan Page
3. Cardy, Robert L. (2004), *Performance Management Concepts, Skills, and Exercises*, New Delhi: Prentice-Hall of India Private Ltd.
4. Cokins, Gary (2004), *Performance Management, Finding the Missing Pieces*, John Wiley & Sons, Inc
5. Daft, Richard (2008), *Organization Theory, Design and Change*, India Edition, Delhi: Cengage Learning
6. Dessler, Gary and Varkkey, Biju (2011), *Human Resource Management*, Twelfth Edition, Delhi: Pearson Education
7. Dowling, Peter and Welch, Denice (2008), *International Human Resource Management*, New Delhi: Cengage Learning
8. Kohli, A.S. and Deb, Tapomoy (2008), *Performance Management*, New Delhi: Oxford University Press
9. Rao T.V. (2004), *Performance Management and Appraisal Systems – HR Tools for Global Competitiveness*, Response Books, New Delhi
10. Rao, T.V., and Rao, Raju (2005), *The Power of 360 Degree Feedback: Maximizing Managerial and Leadership Effectiveness*, New Delhi: Response Books

Web resources:

ASSESSMENT GUIDELINES

Your final course mark will be calculated from the following:

Example:

Assignment 1 + Attendance	5% (week 4)	Objective (1-3)
Assignment II & Group Participation	5% (week 8)	Objective (1-4)
Mid semester	40% (due week 10)	Objectives (2-5)
Final exam (<i>closed book</i>)	40%	Objectives (1-5)

SUPPLEMENTARY ASSESSMENT

Students who receive an overall mark less than 40% in mid semester or end semester will be considered for supplementary assessment in the respective components (i.e mid semester or end semester) of semester concerned. Students must make themselves available during the supplementary examination period to take up the respective components (mid semester or end semester) and need to obtain the required minimum 40% marks to clear the concerned components.

Practical Work Report/Laboratory Report:

A report on the practical work is due the subsequent week after completion of the class by each group.

Late Work

Late assignments will not be accepted without supporting documentation. Late submission of the reports will result in a deduction of -% of the maximum mark per calendar day

Format

All assignments must be presented in a neat, legible format with all information sources correctly referenced. **Assignment material handed in throughout the session that is not neat and legible will not be marked and will be returned to the student.**

Retention of Written Work

Written assessment work will be retained by the Course coordinator/lecturer for two weeks after marking to be collected by the students.

University and Faculty Policies

Students should make themselves aware of the University and/or Faculty Policies regarding plagiarism, special consideration, supplementary examinations and other educational issues and student matters.

Plagiarism - Plagiarism is not acceptable and may result in the imposition of severe penalties. Plagiarism is the use of another person's work, or idea, as if it is his or her own - if you have any doubts at all on what constitutes plagiarism, please consult your Course coordinator or lecturer. Plagiarism will be penalized severely.

Do not copy the work of other students.

Do not share your work with other students (except where required for a group activity or assessment)

Course schedule (subject to change)

(Page nos. mentioned are part of the textbook)

Week #	Topic & contents	CO Addressed	Teaching Learning Activity (TLA)
Weeks 1	Performance Management Concept Scope & Significance of PM	CO 1	Lecture
Weeks 2	Components of /Responsibility for PM Advantages of PM	CO 1	PPT
Week 3	Performance Appraisal in Career Builder Pvt. LTD. Orgnl. Structure & PM	CO 2	Case Analysis
Week 4	Operational Processes & PM Perf. Appral of Legal Exec.in Nat. Bk of India	CO 2	Discussion+ Case Analysis
Week 5	Communication of Performance Expectations Perf Definitions & Measurements Pg77	CO 2	Discussion
Week 6	Characteristics of Perf. Metrics Pg 117 Perf Measurements: Deciding on Correct Method	CO3	Case Analysis
Week 7	Managing Metrics Pg118 Genesis Pharmaceuticals Pg 96	CO 3	Discussions
Week 8	Frameworks & its Use Guidelines for Managers Box 5.1 -5.4 Pg 145-160 Porter's Value Chain Framework Pg 157	CO3	PPT & Discussion
Week 9	Group Presentations	CO 5	
Week 10	The dilemma of ABC Autos (pg 173) Importance of Performance Appraisal Common Problems in Employee Assessment Green Valley Megastores (pg 219)	CO 4	Case Discussion
Week 11	Mid-Sem Exam	CO 5	Written

Week 12	<p>Significance of PforP Plans to organisations Types of P for P Plans ESCo : Welder Woes Pg 269 Box 7.1-7.6 Pg 231-247</p> <p>T &D Pg 243 / Presentations/ Assignment "</p> <p>Interlinkages between HR practices to P</p>	CO 4	Case Analysis
Week 13	<p>Ace Technologies (pg 371) Addressing the issues on Pg 378 Box 10.1 to 10.6</p>	CO 5	Case Analysis
Week 14	<p>OD & Leadership & PM</p> <p>Box 9.1 to 9.8 (Assignment) Performance Evaluatin in Sound Steel (344) (Contd) Addressing the questions.</p>	CO 5	Discussions
Week 15	<p>Significance of Leadership to PM Discuss the Question Bank</p>	CO5	Review & Winding Up

