

Performance Management

Course Objectives

The purpose of this course is to make Student understand how to manage individual performance, Review performance appraisal system and discuss the nature of 360 degree feedback and how performance management system attempts to integrate both enabling and assessing individual performance.

Syllabus

Overview of Performance Management, Performance Management Process, Performance Management Planning & Development; Performance Appraisal and Issues in Performance Management.

Expected Outcome

Upon completion of this course, the students will be able to:

1. Evaluate the performance management processes that are common 2. Determine individual and group objectives necessary to achieve organizational objectives. 3. Specify the qualitative and quantitative means for assessing performance. 4. Propose appropriate reward systems to support the achievement of the desired outcomes. 5. Evaluate the ethical issues associated with specific performance management decisions.

References

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2. T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Sage Publications.
3. Michael Armstrong, Employee Reward, Beekman Books Inc.
4. D.K.Srivastava, Strategies for Performance Management, Excel Books.
5. R.K. Sahu, Performance Management System, Excel Books.
6. Prem Chadha-Performance Management, MacMillan.
7. Michael Armstrong, Performance Management: Key Strategies and Practical Guidelines, 3rd Edition, Kogan Page Limited, Philadelphia.
8. G.K.Suri, Venkat Ratnam and N.K. Gupta, Performance Measurement and Management, Excel Books.

9. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, Human Resource Management, Dreamtech Press.
10. Kanishka Bedi, Quality Management, Oxford University Press, India.
11. Merchant, A. K. & Van der Stede, W. A., Management Control Systems: Performance Measurement, Evaluation and Incentives, Financial Times/ Prentice Hall.
12. N. Bahra, 360 Degree Appraisal, Financial Times/ Prentice Hall.
13. Performance Management: Measure and Improve The Effectiveness of Your Employees, Harvard Business Review Press.
14. Performance Appraisal, Harvard Business Review Press.
15. Corey Sandler, Performance Appraisal Phrase Book, Fw Media.
16. Rakesh Mittal, High Performance Work Systems: A cross-cultural perspective, Journal of International Business and Cultural Studies, Vol 6, Jan 2012.
17. Pachsir Chompukum, Performance Management effectiveness in Thai Banking industry: a look from performers and a role of interactional justice, Journal of International Business and Cultural Studies, Vol 6, Jan 2012.

COURSE PLAN

1 Overview of Performance Management: Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to Other HR Processes

Theoretical Framework of Performance Management - Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management

2 Performance Management Process:

Overview of Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management

First Internal Examination

3 Performance Management Planning & Development; Introduction, Performance Management (PM) Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process. Mechanics of Performance Management Planning and Documentation - The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of Performance Management Document.

4 Performance Appraisal (PA): Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Errors made by Human Resource Department. Performance Appraisal Methods - Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Executives. Performance Appraisal Feedback - Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback. 360-Degree Appraisal - Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback.

Second Internal Examination

5 Issues in Performance Management Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams. Role of Line Managers in Performance Management - Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay, Linking Performance to Total Reward, Challenges of Linking Performance and Reward; Ethics in Performance Management - Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management. Automation in Performance Management - Improving Execution Aspects of Performance Management, Automation Process.

Final Examination