|  |  |
| --- | --- |
| **BBA 532: Performance Management** | |
| **Teaching Scheme** | **Examination Scheme** |
| Lectures: 3 hrs/Week | Class Test -12Marks |
| Tutorials: 1 hr/Week | Teachers Assessment - 6Marks  Attendance – 12 Marks |
| Credits: 4 | End Semester Exam – 70 marks |

# Course Objectives: The objective of the course is to make the students understand critical dimensions of performance that constitute the basis for continuously planning, reviewing and developing employee performance.

# Course Outcomes

**CO1.** Understanding the concept of performance & its management

**CO2.** Understanding various method of performance management

**CO3.** Understanding know-how of performance management system

**CO4.** Understanding reward systems and its importance

**CO5**. Understanding performance based reward systems

**CO6.** Understanding competency mapping and its importance in HRM

**Course Content -**

**Unit-1**

Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Importance of Performance Management, Purpose of Performance Management, Linkage of Performance Management to Other HR Processes, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management

**Unit-2**

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

**Unit-3**

Performance Management Planning and Development: Introduction, Performance Management 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 PM Document

**Unit-4**

Performance Appraisal: 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, Mistakes made by Human Resource Department, Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

**Unit-5**

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, Operating 360-Degree Appraisal

**Unit-6**

Issues in Performance Management – I: 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, Performance Management and Reward: Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward

**Text and Reference Books-**

1. Rao, T.V. (2017). Performance Management: Toward Organizational Excellence. New Delhi Sage Publishers.
2. Rao, T.V. (2005). *Performance Management and Appraisal Systems*. New Delhi: Sage Publishers.
3. Chadha, P. (2008). *Performance Management*. New Delhi: Macmillan India Ltd.
4. 4. Michael, A. (2006). *A Handbook of Human Resources Management Practice*, London: Kogan Page.
5. Suri, G.K. (2008). *Performance Measurement and Management*. New Delhi: Excel Publications.