

MB403.3: Performance Management

Learning Objectives

The course helps the student understand and apply the concept of industrial relations and the system in which it operates.

Unit-I: Introduction:

Definition, Concerns and Scope of PM. Performance Appraisals. Determinants of Job Performance. Mapping, Process, Sequence and Cycle of PM. Performance Planning and Role Clarity. KPAs- Performance Targets. Trait, Behavior and Results Approaches to Measuring Performance. The Impact of HRM Practices on Performance.

Unit-II: Performance Appraisal:

Assessment Center, Psychometric Tests. Role Play, Self-Appraisal, 360 Degree Appraisals, Rating-Less Appraisals for the Future of PMS, Critical Incidents Worksheet, Combining Behavior and Outcomes, Attribution Theory-Causal Matrix. Diagnosis and Performance Improvement, Performance Review, Performance Analysis.

Unit-III: Performance Bench Marking:

Human Information Processing and Performance Loop, Performance Shaping Factors Yerkes Dodson's Law-Corporate Performance Management-EFQM Excellence Model Diagnostic and Process Bench Marking. PM Audit, PM Pathway Analysis. The Impact of Performance Management on Line Managers and Employees.

Unit-IV: Performance Metrics and Models:

Performance Measures Pyramid. Steps for Designing Metrics, Wang Lab, Smart Pyramid, Conceptual, DHL, RCN Models of PM, Gilbert's Performance Matrix and Behavior Engineering Model, Mager and Pipes Trouble Shooting Model, ATI Performance Improvement Model, Spangenberg's Integrated Model of PM, Sears Model for Organizational Performance.

Unit-V: Competency Mapping and Compensation Plans:

Competency Mapping, Competency Assessment, Balanced Score Card Framework; Compensation Management-Aligning Compensation with HR Strategy and Business Strategy, Performance Based Pay, Competence Based Pay, Contribution Related Pay Models, Cafeteria Benefits Plan& Call Back Pay.

Suggested Books:

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.

3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.

Learning Outcomes

Upon completion of the course, the student would:

- Be aware of the present state of Industrial relations in India.
- Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
- Understand the various processes and procedures of handling Employee Relations.