

## **BA3T7H -Performance Management (Elective-II)**

- Unit 1- Introduction to Performance Management** – Definition- Concepts and scope – Foundations of performance management - Performance appraisal Vs performance management –Performance management Vs human resource management - Processes for managing performance - Performance audit.
- Unit 2- Performance Management Planning & System:** Importance-Methods- Process- Goal setting- Competency mapping- Career development- Monitoring performance planning- Barriers to performance planning -Competency based performance management systems- Reward based performance management systems- Electronic performance management systems.
- Unit 3- Performance Management Tools:** Importance- Traditions and modern techniques- Balanced score card- 360 degree performance appraising- Merit rating- MBO- BARS; Performance monitoring and counseling: Objectives and principles of monitoring- Monitoring process- Coaching- Counseling and monitoring- Concepts and skills.
- Unit 4- Appraising for Recognition & Reward:** Purpose of appraising – Methods of appraisal –Appraisal system design – Implementing the appraisal system – Appraisals and HR decisions, Organizational effectiveness.
- Unit 5- Performance Management skills** –High performing teams-Building and leading high performing teams – Team oriented organizations – Developing and leading high performing teams - Role of Leadership

Relevant cases have to be discussed in each unit.

### **Text Books**

1. Michael Armstrong & Angela Baron, “Performance Management: The New Realities”, JaicoPublishing House, New Delhi, 2010.
2. Prem Chadha, “Performance Management”, Macmillan India, New Delhi, 2008.

### **References**

1. David Wade and Ronad Recardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
2. Dewakar Goel, “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2009
3. Kholi A.S., “Performance Management”, Oxford University Press, New Delhi, 2009
4. Rao T.V., “Appraising and Developing Managerial Performance”, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
5. Rao T.V., “Performance Management Appraisal Systems”, Sage Publications, 2008.
6. Sharma A.M., “Performance Management System”, Himalaya Publishing House, 2010