

## **Performance Management (Elective-III)**

1. **Performance Management :Introduction** – Definition, concepts and scope – Foundations of Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - processes for managing performance –critical appraisal- Performance Audit
2. **Performance Management Planning:** Importance-Methods- process- Goal Setting- Linkages to Strategic Planning- Competency mappy- Career Development- Monitoring Performance Planning- Barriers to Performance Planning
3. **Performance Management System:** objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges
4. **Performance Management Tools:** Importance- Traditions and Modern Techniques- Balanced Score Card- 360 Degree Performance Appraising- Merit Rating- MBO- BARS
5. **Performance Monitoring and Counseling:** Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills
6. **Appraising for Recognition & Reward:** Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system – Appraisals and HR decisions. Organisational effectiveness
7. **Performance management skills** – Operationalising change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership
8. **Case Studies**

## **References**

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

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