

School of Professional Advancement

Course Outline

Course Title Performance Management Systems

Course Type Elective

Course Description

This course examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

This course aims to equip students with the skills and knowledge to enable them to effectively implement a performance management system. The course will also enable students to identifying, measure and develop the performance of individuals and teams and aligning their performance with the strategic objectives of the organizations.

Format of the Course:

Weekly readings with supplement lecture material.

Instructional Course Objectives:

1. Understand how performance management systems can be effectively utilized to raise the performance of individuals and teams.
2. The main goal is to enable students to effectively develop Performance Appraisal and Performance Management System.
3. This will be achieved through lectures, in-class activities and case based discussions.
4. The contextual issues inherent in Performance Management would be highlighted in terms of inter-organizational differences in conducting and analyzing performance at individual, team and organizational level.

Course (Students) Objectives

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

1. Students will learn the theoretical ad conceptual framework of Performance Management
2. To understand different approaches to performance measurement.

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3. To understand and develop key skills involved in effective performance management.
4. After undertaking this course, the students would be enabled to conduct Performance Management and Appraisals on their own.

Brief Course Content

Session: 1 Introduction

- One-to-one introduction
- Course introduction, teaching & assessment methodology
- Discussion on course outline
- Setting up of Norms
- Overview of Performance Management

Session: 2 Introductions to Performance Management System

- Performance objectives and standards
- Develop performance objective
- Process of performance management
- Align performance management with organizational strategies and goals

Case Study: Training Milieu of a Software House (non-graded)

Learning Outcomes

- Become able to define performance management
- See why performance management is essential
- Understand how a performance management system works

Session: 3 Performance planning Process

- Why performance needs to be planned
- Establishing SMART performance goals
- Performance Planning
- Development of Performance Plan
- Eight step model of performance plan

Class Activity: SMART: performance and development goals (Marks 5)

Learning Outcomes

- Understanding the stages of performance planning
- Learn how to carry out 8 stages in order to make performance plan
- Be able to define goals and objectives
- Identify the elements of effective objectives

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- Capable setting and writing performance objectives and targets

Session: 4 Performance planning Process

- Preparing Performance for Role Clarity and Accountability
- Planning Individual Performance
- Key performance area and performance planning

Class Activity: Identification & Development of KPA and KPI from Job Description (Marks 5)

Learning Outcomes

- Able to recognize the importance of performance planning
- Able to identify KPA and create KPI
- Understand how and when performance and development planning should be done

Session: 5. Performance Appraisal

- Traditional Performance Appraisal
- Design of Performance appraisal
- Approaches to performance appraisal
- Methods of performance appraisal

Class Activity-Case study: Performance-based Incentive Systems of Modern Bank of India (Marks: 5)

Learning Outcomes

- Able to understand the differences between performance management system and performance appraisal system
- Understanding the importance of appraisals for employees in the organizations
- Understanding the process of conducting appraisals and developments reviews

Session: 6. Performance Appraisal

- New Method of Performance Appraisal
- Management by objective method
- Behaviorally Anchored Rating Scales
- 360-Degree Appraisals
- Potential Appraisal

Class Activity- Quiz: (Marks 5)

Learning Outcomes

- Understanding the new approach of conducting appraisals

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- Understand the biases of performance appraisal
- Diagnosis of poor performance

Session: 7. Performance Management Systems

- Performance Management Systems (PMS)
- Features and process of PMS
- Four pillars of PMS

Class Activity-Case study: Dabur-The Case of a People Integrated PMS (Marks 5)

Learning Outcomes

- Students will be able to learn the dimensions of performance management systems
- Aligning PMS and organizational strategy
- Understand the importance and role of integrated PMS

Session: 8. Performance Management Systems

- Competency based PMS
- Managerial skills and competencies
- Developing competencies for effective PMS
- Types of competencies
- Competency identification and assessment

Class Activity-Case study: Swadeshi Textile--- Overcoming the Crisis Trough Competency Renewal (Marks 5)

Learning Outcomes

- Understand the importance of competency based PMS
- Developing competencies for effective performance management

Session: 9. Competency based PMS

- Steps of competency identification process
- Competency based PMS
- Developing competency models
- Balanced scorecard

Class Activity-Case study: Balanced Scorecard for Strategic Performance Management at Universal Bank (Marks 5)

Learning Outcomes

- Steps to introduce competency-based systems

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- Sets clear performance expectations for employees, enabling them to make better decisions and work more effectively
- Demonstrate a mechanism for the recognition of employees' abilities

Session: 10. Performance based compensation

- Performance based compensation
- Determine compensation through job evaluation
- Performance related pay
- Introduction to skill based pay

Class Activity-Case study: Performance-related Pay for Auto India (*Marks 5*)

Learning Outcomes

- Understand the concept of performance based compensation
- Learn the importance of performance based compensation design

Session: 11 Team Performance Management System

- Team Performance Management
- Importance of measuring team base performance
- Best practices for team performance

Class Activity-Quiz: (Marks 5)

Class Activity-Case Study: Transforming Organization through Teamwork

Learning Outcomes

- Understanding the benefits of group centered management
- Understand your role in building your group into an effective team
- Learn to measure team performance

Session: 12 Presentations

Session: 13 Presentations

Session: 14 Performance Review

- Performance Review
- Objectives of performance review
- Conditions for effective performance review
- Process of performance review

Class Activity-Case Study: GLOMA's Performance Review System

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- Understand the different aspects of employee development through performance review
- Provide appropriate learning and development opportunities for employee after review

Session: 15 Contemporary issues in PMS

- Contemporary issues in performance management
- Ethical issues in performance management
- Integrated performance management system
- Succession Planning

Learning Outcomes

- Understand the importance of Integrated performance management system
- Creating documentation for legal purposes, to support decisions and reduce disputes

Recommended Books:

Bhattacharyya, Dipak. *Performance management systems and strategies*. Pearson Education India, 2011.

Smither, James W., and Manuel London, eds. *Performance management: putting research into action*. Vol. 21. John Wiley & Sons, 2009.

Verweire, Kurt. "Integrated Performance Management: A Guide to Strategy Implementation." *Strategic Direction* 22.5 (2006).

Rao, T. Venkateswara. *Performance Management and Appraisal Systems: HR tools for global competitiveness*. SAGE Publications India, 2004.

ASSESSMENT METHODOLOGY

The participants' performance will be assessed through the following activities:

Class Participation (Individual-Every Class)	20 %
In-Class Activities (Group)	20 %
Assignment (Individual)	10%
Short Quiz (Individual)	10 %
Presentation	10%
Final Term Examination	30 %
Total	100 %

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Note: Detail description of every aforementioned assessment activity will also be provided in the class. No activity is graded in first three classes

Personal Ethics

It is expected that students exhibit professional and respectful behavior in class. The active participation and study collaboration with others in class is highly encouraged. The demonstration of inappropriate behavior such as ignoring, excessive talking, and irresponsible use of cell phone, inappropriate communications or being indifferent to the feelings of other students is unacceptable. Cheating, plagiarism (submitting the language, ideas, thought or work of another as one's own) or otherwise indulging unfair means to attain grade would result in severe disciplinary action.

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CALENDAR OF ACTIVITIES

Session	Topic & Sub-Topic	Readings	Activities
1	<ul style="list-style-type: none"> ▪ One-to-one introduction ▪ Course introduction, teaching & assessment methodology ▪ Discussion on course outline ▪ Setting up of Norms ▪ Dividing the class in 4 to 5 study groups which will remain till the completion of the course ▪ Overview of Performance Management 		
2	<ul style="list-style-type: none"> ▪ Introduction to performance management system ▪ Performance objectives and standards ▪ Develop performance objective ▪ Process of performance management ▪ Align performance management with organizational strategies and goals 	Chapter 1 (Bhattacharyya) Chapter 2 Smither	Case Study
3	<ul style="list-style-type: none"> ▪ Performance Planning ▪ Development of Performance Plan ▪ Eight step model of performance plan 	Chapter 2 (Bhattacharyya)	Class Activity
4	<ul style="list-style-type: none"> ▪ Preparing Performance for Role Clarity and Accountability ▪ Planning Individual Performance ▪ Key performance area and performance planning 	Chapter 2 (T.V. Rao)	Class Activity
5	<ul style="list-style-type: none"> ▪ Traditional Performance Appraisal ▪ Design of Performance appraisal ▪ Approaches to performance appraisal ▪ Methods of performance appraisal 	Chapter 3 (Bhattacharyya)	Case Study
6	<ul style="list-style-type: none"> ▪ New Method of Performance Appraisal ▪ Management by objective method ▪ Behaviorally Anchored Rating Scales ▪ 360-Degree Appraisals 	Chapter 3 (Bhattacharyya)	Quiz

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	<ul style="list-style-type: none"> ▪ Potential Appraisal 		
7	<ul style="list-style-type: none"> ▪ Performance Management Systems (PMS) ▪ Features of PMS ▪ Process of PMS ▪ Four pillars of PMS 	Chapter 5 (Bhattacharyya)	Case Study
8	<ul style="list-style-type: none"> ▪ Competency based PMS ▪ Managerial skills and competencies ▪ Developing competencies for effective PMS ▪ Types of competencies ▪ Competency identification and assessment 	Chapter 7 (Bhattacharyya)	Case Study
9	<ul style="list-style-type: none"> ▪ Steps of competency identification process ▪ Competency based PMS ▪ Developing competency models ▪ Balanced scorecard 	Chapter 7 (Bhattacharyya) Chapter 3 (Verweire)	Case Study
10	<ul style="list-style-type: none"> ▪ Performance based compensation ▪ Determine compensation through job evaluation ▪ Performance related pay ▪ Introduction to skill based pay 	Chapter 8 (Bhattacharyya)	Case Study
11	<ul style="list-style-type: none"> ▪ Team Performance Management ▪ Best practices for team performance 	Chapter 6 (Smither)	Quiz
12	<ul style="list-style-type: none"> ▪ Presentation 		
13	<ul style="list-style-type: none"> ▪ Presentation 		
14	<ul style="list-style-type: none"> ▪ Performance Review ▪ Objectives of performance review ▪ Conditions for effective performance review ▪ Process of performance review 	Chapter 6 (T.V Rao)	Case Study
15	<ul style="list-style-type: none"> ▪ Contemporary issues in performance management ▪ Ethical issues in performance management ▪ Integrated performance management system 	Chapter 6 (Verweire) Chapter 16 (Bhattacharyya)	