

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Integrated Bachelor of Business Administration-Master of Business
Administration Programme /
Master of Business Administration (Family Business & Entrepreneurship)
Programme

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Course Code	MFT5SEHR10 MBM5SEHR10 MFB5SEHR12
Course Title	Performance Management

Course Learning Outcomes (CLO):

At the end of the course, students will be able to:

1. Explain the theoretical concept of performance management, define performance metrics at business and organisation level in a given context
2. Identify managerial competencies required for sustaining the effectiveness of a performance management system.
3. Discover how performance management systems may be designed and deployed to address issues of performance management at the individual and team levels.

Syllabus

Teaching Hours

<p>Unit I: An Introduction to Performance Management</p> <ul style="list-style-type: none"> • Historical Development of Performance Management; • The Business and Strategic Contexts, • The Performance Management Process 	04
<p>Unit II: The Performance Planning and Management Process</p> <ul style="list-style-type: none"> • Defining Key Performance Areas and Roles; • Organisational and Individual Performance Planning • Setting Organisational and Team Performance Objectives • The Balanced Scorecard, Competency Mapping 	08
<p>Unit III: Individual Performance Appraisal and Recognition</p> <ul style="list-style-type: none"> • Individual Performance Appraisal Systems – Design, Administration, Effectiveness • Self and Subordinate Appraisal, Performance Review Discussion • 360 Degrees Performance Appraisal and Feedback Systems; • Recognition and Rewarding Individual Performance; • Performance Analysis & Reporting; Managerial Skills & Competencies 	10
<p>Unit IV: Performance Improvement</p> <ul style="list-style-type: none"> • Identifying Organisational Improvement Areas • Managing poor performances at the individual level 	05
<p>Unit V: Concerns and Challenges in Performance Management</p> <ul style="list-style-type: none"> • Introducing and Establishing a Performance Management System 	03

<ul style="list-style-type: none">• Ethical Issues in Performance Management• International Trends in Performance Management within Organisations• Role of Information Technology in Performance Management	
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Suggested Readings:

1. Aguinis, H., Performance management. Boston, MA: Pearson.
2. Rao, T. V., Performance Management: Toward Organizational Excellence. SAGE Publications India.
3. Bhattacharyya, D. K., Performance management systems and strategies. Pearson Education India.
4. Armstrong, M., Armstrong's handbook of performance management: an evidence-based guide to delivering high performance. Kogan Page Publishers.

w.e.f. Academic Year 2019-20 and onwards