

**NIRMA UNIVERSITY**  
**Institute of Management**  
**Master of Business Administration (Family Business & Entrepreneurship)**  
**Programme**

<b>L</b>	<b>T</b>	<b>PW</b>	<b>C</b>
<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>

<b>Course Code</b>	<b>MFB5SEHR14</b>
<b>Course Title</b>	<b>Reward and Performance Management in Family Managed Enterprises</b>

**Course Learning Outcomes (CLO):**

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

1. Define performance metrics in specific business contexts
2. Explain the role of reward systems in enabling organisation and business performance
3. Illustrate the significance of being fair, ethical and dignified for developing a professional workplace environment
4. Identify performance problems in small businesses

**Syllabus**

**Teaching Hours**

<b>Unit I : An Introduction To Performance and Performance Management in SMEs</b>	05
<ul style="list-style-type: none"> <li>• Defining organisation and business performance,</li> <li>• The Balanced Scorecard as a performance measurement tool,</li> <li>• Performance metrics,</li> <li>• Performance concerns</li> </ul>	
<b>Unit II : An Introduction To Rewards and Reward Management in SMEs</b>	08
<ul style="list-style-type: none"> <li>• The meaning of reward</li> <li>• Theories related to pay; the legal connotation of wage;</li> <li>• An Overview of Wage legislation in India,</li> <li>• The components of a pay and benefits programme Total Reward; individual cost to company strategic reward</li> <li>• Philosophy and practice</li> </ul>	
<b>Unit III : Performance Concerns in a SME</b>	05
<ul style="list-style-type: none"> <li>• Analyse business and organisation performance,</li> <li>• Concerns about employee productivity and discipline management,</li> <li>• Design of operating systems and practices,</li> <li>• Accountability and empowerment,</li> <li>• Organisation structure and design concerns</li> </ul>	
<b>Unit IV : Aligning Reward and Performance Management Systems</b>	07
<ul style="list-style-type: none"> <li>• Individual and team incentives;</li> <li>• Paying for performance and contingent pay,</li> <li>• Recognizing team and individual performance,</li> <li>• Giving and receiving performance feedback,</li> <li>• Individual coaching and counselling</li> </ul>	

<b>Unit V: Exploring Specific Contexts</b> <ul style="list-style-type: none"> <li>• Organisation change</li> <li>• Creating organisation culture</li> <li>• Ethical considerations</li> <li>• Building sustainability through performance and reward management</li> </ul>	05
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### **Suggested Readings:**

1. Henderson, R. I. Compensation management in a knowledge-based world. Prentice Hall.
2. Armstrong, M. Armstrong's handbook of performance management: an evidence-based guide to delivering high performance. Kogan Page Publishers.
3. Rao, T. V. Performance Management: Toward Organizational Excellence. SAGE Publications India.
4. Bhattacharyya, D. K., Performance management systems and strategies. Pearson Education India
5. Raja, J., & Kumar, A. S., SME entrepreneurship, firm performance, and corporate governance practices in Indian service firms. Journal of Services Research, 7(2), 99.
6. Kale, P. T., Banwait, S. S., & Laroija, S. C. Performance evaluation of ERP implementation in Indian SMEs. Journal of Manufacturing Technology Management, 21(6), 758-780.
7. Sharma, M. K., Bhagwat, R., & Dangayach, G. S., Practice of performance measurement: experience from Indian SMEs. International Journal of Globalisation and Small Business, 1(2), 183-213.
8. Sharma, M. K., & Bhagwat, R. Performance measurement system: case studies from SMEs in India. International Journal of Productivity and Quality Management, 2(4), 475-509

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