



# MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

## COURSE CONTENT

PERFORMANCE MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
20MBA020H	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	30	70	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
<b>Prerequisite:</b> Knowledge of organizational behavior and employee motivation.								

### COURSE OVERVIEW:

Performance Management is a systematic process aimed at improving employee performance to achieve organizational goals by identifying the required knowledge, skills, and abilities for effective job execution. It involves key activities such as goal setting, performance appraisal, continuous feedback, and employee development. The system aligns individual performance with organizational strategy and evaluates both results and behaviors using various measurement techniques. Modern tools like 360-degree feedback, benchmarking, and balanced scorecard support effective performance evaluation. It also emphasizes employee motivation through appropriate reward systems, including monetary and non-monetary benefits. Performance management helps in identifying performance gaps, overcoming barriers through coaching and mentoring, and supports administrative decisions such as promotions, succession planning, and compensation. Overall, it ensures continuous improvement and organizational effectiveness through regular monitoring and feedback mechanisms.

### COURSE OBJECTIVES:

- To develop employees' ability to identify required knowledge, skills, and competencies for effective job performance.
- To understand the concepts and importance of performance management in organizations.
- To enable effective measurement and evaluation of employee performance.
- To enhance skills in providing feedback, coaching, and employee development.
- To understand the role of motivation, empowerment, and reward systems in improving performance.

### COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explain performance management frameworks and reward system strategies.
2. Analyze approaches for measuring performance outcomes and behaviors.
3. Apply performance management skills for employee development.

4. Evaluate reward practices for individual and team performance.
5. Assess contemporary performance concepts for organizational improvement.

#### **UNIT-I PERFORMANCE MANAGEMENT AND REWARD SYSTEM**

Performance management and reward systems in context, performance management process, performance management strategic planning.

#### **UNIT-II PERFORMANCE MEASUREMENT**

Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system.

#### **UNIT-III PERFORMANCE MANAGEMENT SKILLS**

Performance management and employee development. Performance management skills. Case on Implementation of 360-degree feedback system.

#### **UNIT-IV REWARD SYSTEMS**

Reward systems and legal issues, managing team performance

#### **UNIT-V PERFORMANCE RELATED CONCEPTS**

Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance scorecard, coaching and mentoring Pygmalion effect, job analysis. Latest Amendments in Performance Aspects

#### **TEXT BOOKS:**

1. Herman Aguinis, —Performance Management, Pearson, 1<sup>st</sup> Edition, 2012.
2. Robert D Austin; Tom DeMarco; Timothy Lister =‘Measuring & Managing Performance in Organizations‘‘ Dorset House Publishing, cop. 2<sup>nd</sup> Edition, 1996.
3. Herman Aguinis, *Performance Management*, Pearson, 1st Edition, 2012.
4. Herman Aguinis, *Performance Management*, Tata McGraw Hill (TMH), 3rd Edition, 2016..

#### **REFERENCE BOOKS:**

1. Herman Aguinis, —Performance Management, TMH, 3rd Edition.
2. Dr. Daniels, =‘Performance Management, Dorset House Publishing, 5th Edition, 1982
3. LanceA, Berger Dorothy and R.Berger, —The Talent Management Hand Book, TMH, 2<sup>nd</sup> Edition, 2015.
4. Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

#### **ELECTRONIC RESOURCES:**

- <http://usfweb2.usf.edu/humanresources/talentmanagement/pdfs/overviewperformancemanagement.pdf>.
- <https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course-Taster.pdf>
- <http://www.free-management-ebooks.com/dldebk/dlap-perfman.html>

## **MATERIALS ONLINE:**

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos

