



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 & EMPLOYEE DEVELOPMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0020H	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of performance management & employee development								

COURSE OVERVIEW:

This course introduces the concepts, processes, and frameworks involved in managing employee and organizational performance. It covers the fundamentals of performance management including planning, appraisal, mentoring, and strategic alignment. The course also examines communication of performance expectations, measurement techniques, metrics, and performance information systems. It highlights the role of performance management in employee development, reward systems, legal considerations, and the creation of high-performing teams. Additionally, it explores modern performance measurement frameworks and contemporary issues affecting performance management in changing organizational environments.

COURSE OBJECTIVES:

- To understand the concepts, scope, and importance of performance management in organizations.
- To learn methods of setting performance expectations and measuring employee performance using appropriate metrics.
- To analyze the role of performance management in employee development and the responsibilities of HR professionals.
- To examine reward systems, legal issues, and strategies for building high-performing teams.
- To evaluate modern performance measurement frameworks and contemporary practices used in performance management.

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

1. Explain performance management's definition, scope, significance, advantages and organizational structure's impact
2. Design effective performance measurement systems, expectation settings and metrics tracking
3. Implement performance management frameworks and employee appraisal systems,

showcasing HR expertise

4. Analyze different contingent pay plans, pay structures, legal principles and strategies for building - leading high performing teams in organizations.
5. Examine the impact of organizational change, culture and strategy on performance measurement frameworks

UNIT I: Introduction to Performance Management: Definition, Scope and Significance - Advantages of Performance Management -Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

UNIT II: Communication of Performance Expectations: Job Description - Defining Performance and choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility.

UNIT III: Performance Management and Employee Development: Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

UNIT IV: Reward Systems and Legal Issues and High Performing Teams: Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management - Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

UNIT V: Modern performance measurement frameworks: Bench Marking, Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS -Appraisal, Communication and Interview, Performance feedback and counseling, Talent Management.

TEXT BOOKS:

1. Soumendra NarianBagchi, Performance Management, Cengage Learning, 2013
2. Herman Aguinis, Performance Management, Pearson Education, (2007).
3. Lance A. Berger and Dorothy, The Talent Management Hand Book. Tata Mc-Graw Hill (2007).
4. Rao T.V, Appraising and Developing Managerial Performance. Excel Books, (2007).
5. Dixit Varsha, Performance Management. VrindaPubilcations Ltd., (2008).

REFERENCE BOOKS:

1. Rao T.V, Appraising and Developing Managerial Performance. Excel Books, (2007).
2. Dixit Varsha, Performance Management. VrindaPubilcations Ltd., (2008).

ELECTRONIC RESOURCES:

1. <https://www.pdfdrive.com/employee-training-development-5th-edition-e163863603.html>
2. <https://www.pdfdrive.com/training-and-development-and-employee-performance-in-districtassemblies-e117414389.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

