



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4<sup>th</sup> Semester  
**Functional Area Specialization: Human Resource Management**  
**Subject Name: Performance Management (PM)**  
**Subject Code: 4549231**

With effective  
 from academic  
 year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Discuss</i> the importance of performance management, organizational strategic planning and succession planning using KRAs.</li> <li>• <i>Explore</i> and identify ways to utilize the personal self as an instrument in the performance management process.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Design</i> specific Performance appraisal system tailor made for the organisation.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Analyse</i> the problems and difficulties encountered in appraisal methods followed in MNC and in Indian contexts.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the performance of employees and validation of scores ethically.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Explain</i> how to best implement a performance management system.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Execute</i> the entire performance management model with the help of team members.</li> <li>• <i>Explain</i> the benefits of reward systems for team performance management.</li> </ul>

2. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<b>Performance Management:</b> <ul style="list-style-type: none"> <li>• Aims, Characteristics</li> <li>• Developments in Performance Management</li> <li>• Concerns</li> <li>• Understanding PM</li> <li>• Performance Appraisal and Performance Management               <ul style="list-style-type: none"> <li>○ PM and MBO</li> <li>○ 7 rules of excellence</li> <li>○ 7 sins of HR professionals</li> </ul> </li> </ul>	10	17
II	<b>Process of Performance Management:</b> <ul style="list-style-type: none"> <li>• Performance Management cycle</li> <li>• PM Sequence, Working of PM</li> <li>• Performance Management Activities</li> <li>• PM in action – feedback management in PM</li> <li>• Performance Counselling               <ul style="list-style-type: none"> <li>○ Objectives; Process;</li> <li>○ Conditions for Effective Performance Counselling and Planning</li> <li>○ Performance Managing,</li> </ul> </li> </ul>	10	18



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<b>III</b>	<b>Performance Monitoring:</b> <ul style="list-style-type: none"> <li>• Assessment Centre</li> <li>• Designing and Measuring performance (KPI &amp; KRA)</li> <li>• Criteria for performance measurement</li> <li>• Setting Organizational, Team &amp; Individual performance Standards</li> <li>• Methods for evaluating Performance               <ul style="list-style-type: none"> <li>○ 360 Degree appraisal, Competency Mapping &amp; Competency Modelling, Balance Score card.</li> </ul> </li> </ul>	10	18
<b>IV</b>	<b>Role of Training and Development in PMS:</b> <ul style="list-style-type: none"> <li>• Need Identification for Training and Development for Performance Management</li> <li>• Rewards and Recognition</li> <li>• Team Performance</li> <li>• Performance Management linked Reward System</li> <li>• Role of HR Professionals in Performance Management</li> <li>• Potential Appraisal &amp; its linkage to Performance Management</li> <li>• Performance Agreements</li> <li>• Performance Reviews; feedbacks – e-PM</li> <li>• Strategic role of HR professionals</li> <li>• Ethics in Performance Management</li> </ul>	10	17
<b>V</b>	<b>Practical:</b> Live Projects based on activities and Exercises towards the end of chapter or as decided by the subject faculty/ Live experiences/ Industry-defined projects. Projects on designing industry-specific competencies and its implications on Performance Mgt. (Eg. BPOs/ IT-ERP Companies/ Retail Companies/ Hospitals/ NGOs/ Educational Institutions etc)	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

<b>A</b>	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
<b>B</b>	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>



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## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	A. S. Kohli, T. Deb	Performance Management	Oxford Higher Education	2008/ Latest edition
2	Soumendra N. Bagchi	Performance Management	Cengage	2013 / 2 <sup>nd</sup>
3	R. K. Balyan, Vikramender Singh Balyan, Suman Balyan	Performance Management (Text & cases)	Himalaya Publishing House	2017 / 1 <sup>st</sup>
4	Prem Chadha	Performance Management- It's about performing not just appraising	Laxmi	Latest edition
5	T.V. Rao	Performance Management and Appraisal Systems	Sage	2004 / 1 <sup>st</sup>
6	Herman Aguinis	'Performance Management	Pearson	2012 / 3 <sup>rd</sup>
7	G.K. Suri, Venkata Ratnam, N.K. Gupta	Performance Measurement and Management	Excel Publications	2005
8	D.K.Srivastava	Strategies for Performance Management	Excel Publications	Latest edition
9	Michael Armstrong, Angela Baron	Performance Management: The new Realities	Institute of Personnel & Development, London	Latest edition
10	Dipak Kumar Bhattacharya	Performance management system and strategies	Pearson	Latest edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Vikalpa – A Journal for Decision Makers
2. Management Review
3. Human Capital
4. Harvard Business Review
5. Journal of Applied Behavioral Science
6. Human Resource Development Review
7. Journal of Human Resource Development
8. Human Resource Development Quarterly
9. International Journal of Human Resource Development and Management
10. European Journal of Training and Development information
11. Human Resource Management Review
12. Human Resource Management Journal