

**School of Business, Public Policy and Social Entrepreneurship**  
**Ambedkar University Delhi**

**Course Outline**

**Course Code:** SBP2MB724

**Title:** Performance Management

**Type of Course:** Elective Course

**Cohort for which it is compulsory:**

**Cohort for which it is elective:** MBA (Second Year)

**No of Credits:** 2

**Semester and Year Offered:** Semester – III (Slot II) Oct 2018 – December 2018

**Course Coordinator and Team:** Richa Awasthy

**Email of course coordinator:** richa@aud.ac.in

**Pre-requisites:** Complete Organizational Behaviour and Human Resource Management Courses in 1<sup>st</sup> year of MBA

**Aim:** The course on Performance Management deals with concepts, tools and processes to develop performance management systems in organisations. It discusses steps and process of designing and implementing goal setting processes, and how to review and monitor them. The objective of this course is to discuss the theories and the importance of developing practices which will enhance individual and organisational performance.

**Brief description of modules/ Main modules:**

Unit 1: Performance Management- Concepts, Context and Goals

Unit 2: Process of PM -Performance Planning & goal setting

Unit 3: Measuring performance; Measuring results & behaviours

Development of KRAs & KPIs; Different appraisal methods

Unit 4: Rating methods and determining overall rating; Design of appraisal forms

Unit 5: Implementing Performance Management Systems

Unit 6: Designing PMS; Appraisal feedback and Review

Unit 7: Managing Teams Performance: Systems and Issues

Unit 8: Balanced scorecard

**Assessment Details with weights:**

<b>Component</b>	<b>Weightage</b>
Mid Term Assessment	30
End Term Assessment	30
Group Presentation	20
Quizzes/ case analysis	20

**Reading List:**

Armstrong, Michael (2006). *Performance Management: Key strategies and practical guidelines*, 3<sup>rd</sup> Edition. Kogan Page, London.

Cardy, R. L. and Leonard, B. (2012), *Performance Management*, IInd Edition, PHI Learning Pvt. Ltd

Goel, D. (2012), *Performance Appraisal and Compensation Management*, 2<sup>nd</sup> Edition, PHI Learning Pvt. Ltd.

Rao, C. A. (2012), *Performance Management*, Biztantra.

Rao, T. V. (2002), *Appraising & Developing Managerial Performance*, Excel Books Publications.

**ADDITIONAL REFERENCE:**

Additional Readings and Cases for each session will be circulated prior to the commencement of the course.